

**SOUTH AFRICA:  
THE DAWN OF DEMOCRACY**



# Maclean's

CANADA'S WEEKLY NEWSMAGAZINE

MAY 9, 1994 \$3.50

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about the  
value of work*



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NOTWITHSTANDING THE CONTINUOUSLY bad and dreary weather, the British are still the most optimistic people in the world. On May 10, publication of a magazine called *1* (one) will mark the 10th anniversary of the magazine.



## Are they worth it?

34 Until recently, Lawrence Bloomberg was just another successful Bay Street broker with a Porsche in his parking spot. His \$6.8-million salary, however, has catapulted him into the ranks of rock stars and top athletes. It has also helped fuel a vigorous debate over the escalating earnings of corporate executives, reward for risk and who is worth how much.

## The dawn of democracy



## Keeper of the faith



44 Victoria Matthews, Canada's first female Anglican bishop, is painfully aware of the challenges of leading a Christian institution into the next century. At a time of declining membership, funding shortfalls and sex scandals involving church officials, the most pressing problem is the very survival of the faith.



## Class conscious

You say "in young women's pride is a precious commodity," but surely it is possible to give young women a sense of their own worth without pushing the student lessons that appear to exist at The Linden School ("Education is a cause," Education, April 25). While it is important that young girls have examples before them of women who are successful in their chosen careers, I can't help feel that Linden School pupils are being taught to despise men simply because they are men and to me that's a step backward.

Valerie Hobbs  
West Vancouver, B.C.



The girls at Linden School there are two sexes on this Earth

Although there are many positive aspects to The Linden School, the creation of a "completely women-centred" curriculum is excessively problematic. The unavoidable fact is that there are two sexes on this Earth, each of which has made and will continue to make major contributions to society. Neither blind patriarchy nor blind feminism in the answer.

Kev Landis  
Montreal

perpetually residential setting, in so way do I view the products of boys' schools in ensemble.

Bernard Roskin  
Resident, Lulworth College School  
Lulworth, Dorset

## Special impact

As a mother of two small daughters, I am delighted to find this welcome haven celebrating the roles of women in history and contemporary society. As a mother of a son, however, I am distressed that a group of young women would see a fellow student who says she wants to share her school with boys

Lori Klein-German  
Toronto

Carole Sherriff,  
Lulworth, Dorset

## Fitting memorial

Fred Brauner wants audiences to question the "betrayal, brutality and ethnic hatred that struck the Holocaust" ("The problem with Schindler's List," An American View, April 25). That is a pretty tall order considering the staggering number of people who don't know what the Holocaust was, let alone believe it ever happened. As a harbinger to a period of unfathomable evil, the movie may be flawed. Nevertheless, it is an effective medium for teaching a too easily forgotten history lesson to a public that does not necessarily want to know or remember. That's good enough for me.

Elizabeth McLeod, Ann Prentiss,  
Susan Hughes, Sydnye Gersh,  
St. George's School  
Toronto

Revere Riddle,  
Toronto

You mistakenly quote me as saying, "Every male brought up in that environment [boys' schools] is a fascist." Although I do believe, to this day and age, that there is no rationale for single-sex male education in a

## Sports pages

As a journalist, your Peter C. Newman deserves kudos and well deserved publication in the column of April 18 ("Canadian magazines, like this one, matter." — *The National Observer*). He correctly argues with cogency in suggesting that *Sport Illustrated Canada*'s per page cost for an advertisement is \$6,250 compared with \$20,250 for *Maclean's*, without mentioning that *Maclean's* circulation is more than four times that of *Sport Illustrated Canada*. The only reason that *Sport Illustrated Canada* was able to establish here with permission was that it was an expansion of the existing business of *Time Canada* which has more than twice the number of printers and distributor jobs in Canada for over 30 years.

Wendell P. Watson  
Sales manager, *Sport Illustrated Canada*  
Toronto

## Green still green

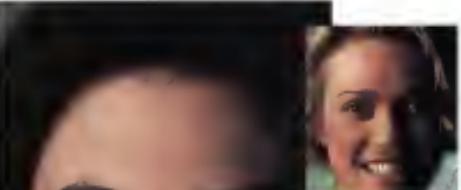
Your April 25 article "The greening of the greens" (Environment) quotes a professor comparing the carbon dioxide levels of Man with that of Earth and concluding that predictions on climate change are "a perversion of scientific responsibility." You do a disservice to your readers by failing to report that there is an international scientific consensus on the role of carbon dioxide in global warming, and that Canada has only recently established a policy of stabilizing carbon dioxide emissions at 1990 levels by the year 2000. The environment and "sustainability" is not dead.

Don Palmer,  
Executive director,  
The David Suzuki Foundation  
Vancouver

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For the price of  
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elitist business can  
sometimes  
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800 number.  
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cost? Few about  
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just \$3 a month,  
plus usage.



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I figure we  
deserve a discount."



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your rate, take  
place in off peak  
hours, you can  
save up to 30%.

Business is only  
it's just one  
advantage of  
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800 number in  
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I spend from  
month to month,  
I was the savings  
I deserve."

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that you can't  
always predict  
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## Good foundations

**A** s a recent graduate from teachers college and stay-at-home mother by choice, I read your cover package on public schools with great interest. ("We're educating our kids," March 16) I'm concerned what I instinctively know: The best start I can give my one-year-old son is to be at home. Many other parents who take the time to seriously consider the use of the state as a potent and valuable resource to our country—healthily, well-adjusted children who will become confident, successful adults. What more important job could there be?

Valerie Angus  
Surrey, B.C.

As a Grade 5 and Grade 6 teacher, I'm really tired of hearing about the problems with education in Canada. The education system is a macaroni of a mixed-up social system so it's no mystery that it's in some difficulty. In creased violence, substance abuse and school drop out, only three of the myriad problematic educators are faced with every day. We're all on this planet with one common goal: to teach future generations through our example. It's time we started teaching them again about the value of hard work and becoming decent human beings. Maybe then schools can return to the three Rs and quality education.

Chris Stover  
Abbotsford, B.C.

As an assistant language teacher in Japan, I find without a doubt that Japanese students are far more advanced in major subjects, but what is often ignored is that they also lag far behind in many areas considered essential to Western society. Japanese students learn by rule and memorization. Analysis and synthesizing are largely ignored. For example, I can confuse an entire class of high school students by changing one word in an English sentence. Our next question, then, is these students truly learned English or simply how to memorize a textbook and pass exams?

Kelly Ann Anderson  
Fukuoka, Japan

## 'We can be nasty'

**Y**our coverage of the Sorauren after CA fire had more "cover" March 20 made me sick. I heard the same kind of self-righteous boasting during the Vietnam War—it's so easy to judge from the safe bubble that is Canada. Where are the cover stories of the

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## COLUMN



## South Africa's joy may be short-lived

BY BARBARA AMIEL

He could tell to be caused by the sight of black voters at South Africa? Who could invent their script? "I am just so happy," said an old woman patiently standing in the sun for eight hours to vote. "Today is a great day for me. I am a person." Can there be any response to such simple dignity but the urge to keep for her decades of travail?

It goes without saying that apartheid was a *war*—with its nation that group of people, by virtue of their race, held the *conquest* of others in their skin, ruled over another group. To any civilized person, the notion of any *asymmetrical* passing on a particular legacy, whether it be a cultural, educational attainment, or cultural background, should be abominated to those to whom they pass on an *indefensible* All human beings and citizens of the state must be equal in such educational matters as electing the people who rule them. That is the first sentence of the script. What comes next?

The truth is that while we were sentimental about the birth of democracy in Pretoria, we leave tomorrow's script all have a very definite idea about it. A lot of us in simple logic we are wrong. The African National Congress was not the election and that is a party which represents a strong wing for which the nation continues and succeeds. one wing is soft power than is Nelson's butt. I would not like to believe this to Nelson Mandela, but a power section of the ANC made up of much entrenched and Macauza has a much interest in democracy as the interference he has in it when he for the few words.

To have eight of that, to ignore what it means in the context of African tribal politics is to fail to understand the legitimate concerns of the Zulus—who have no more wish to be ruled by the Xhosa than by the Boers, and who may well hence disenchanted by this great celebration of democracy—as apocryphal. We know, but we don't want to admit, that we are in a minority.

*The ANC contains a  
right wing for which  
the idea of democracy  
means one-man, one-vote  
nothing more than  
Kremer's bait*

the African Communist Party, a long-time ally of the ANC, or the Winnie Mandela, who will deserve as little grace than a lone way to the Marxist kingdom to come.

was notable. Buthelela may have played and cleaned, but has goal was comtable. He wanted a binding contract.

the country to be agreed to by all parties in the election. He did not want the ANC changing the constitution under which all other parties would have to live. Given the composition of the ANC, one could hardly disagree with him. The people who sit in Blok 2000

such view as that he became so caught up in his place in history that he lost his sense of reality. There is no doubt that he was under all kinds of pressure from his wife to get things moving fast. A more sympathetic view would be that he might feel that, reasonably, as Churchill's main task was to reassure people, everyone [sic] viewed it as a delaying tactic by Britain, raising the prospect of civil war in the country and further isolation of Britain by the international community.

agreeing an election date and consulting a second, de Klerk has shifted those pressures to move quickly once the newly elected government is to be headed by President de Klerk. It is to be a question of mid-term or after elections, de Klerk probably believes the move to fall into ANC hands. It is the case. I am not even sure that he is telling the truth. The ANC, the free enterprise National Party and the liberal Freedom Party, with its sterilised vision, would never have agreed on a constitution.

I watched television with resignation last night as various news commentators asked of Bush that if his supporters asked that his party and picture had been left off all balloons was just an excuse for not doing his campaign. One can only imagine what these well-called television interviews would say of their jobs, news worth than lies, bosh, depended on a vote whose halberd had selected to print their names.

the former British cabinet minister and editor of the *Daily Telegraph*, Bill Deedes, has written the most thoughtful commentary on the future of South Africa. He made the following points. What appears here is a synthesis of his article and his speech to the ANC in a heatedly controversial state of emergency, very much like the old South Africa. Deedes' article was entitled 'South Africa in an era of emergency in order to prevent catastrophe'. As far as the world seemed to defendant, the government had criminalised peace for putting the country on a war footing. The ethics of South Africa as a right wing state under strict internal laws with exclusively racist politics is sunk deep into country's institutions.

Furthermore, those institutions are highly centralised state agencies, with an established rules and regulations, required masses of accurate stamping bits of paper. These agencies will now be inherited and used by the ANC. "We are not going to live like this," pledged Nelson Mandela in a recent TV debate. But far, remarked Deedes, the other population is going to grow.

The ANC will seek unity with the Isakas as other anglo-Natalists do. The Zulus, it is already clear that the ANC will support the South African miners. This is perfectly natural since most miners are communists. They will switch according to wherever paying their salaries promotes their affluence. At the moment, it is, fortunately, helping to contain the Isakas. What does the Isakas hope?

use of it can be sure. There is always possibility that in the several years now available for the writing of a constitution, a change may come over the ANC, as it does not see the possibility of ruling the only progressive country on the African continent. But place the chances of an outcome with English names and it will be ultimately the rule of South Africa in 50-50. Still, there is no choice. This scenario had to be rejected, and we will see. After all, Jesus always prepared for the worst and, accordingly, so are we.

# POWERHOUSE POLITICS

Environmentalists wage a bitter battle against a B.C. megaproject

**F**or its time, it was a touchstone of postwar progress. Across the country, youngsters of the 1950s were taught in public school that visionary Canadian engineers had bored through Canadian mountains to harness wilderness rivers and produce electricity. The engineers used a dynamite truck as a place called Klinse. With the optimism characteristic of the decade, the underlining on the B.C. coast 200 km north of Vancouver was celebrated as a triumph in the tuning of the young country's mind and unexplored north. There was some concern for what the wholesale management of salmon rivers would mean for wildlife, or for the Indians whose hopes stood to wane.

Now, 40 years after Montreal-based Alcan Aluminum Ltd completed its massive dams, private powerhouses and transients have joined, the company wants to expand those facilities. And in order to drive new racelines in a second powerhouse, Alcan wants to divert yet more water from B.C. rivers

The diversion will reduce or wipe the 175-mile-long Nechako, to one-tenth of its original level in some stretches. But losses have changed dramatically. At public hearings that continue this week in Vancouver, Alcan's \$1.5-billion Klinse Generating Project faced far fewer downers from the powerhouses' local neighbors as the company's accountabilities and environmental costs of the up-to-date have over lagging in Clapperton Sound.

Al can say the project critics are pathologically anti-water, but the arrival of the West Coast salmon fishery Alcan wants to sat its turbines down for water without deviating Pacific salmon stocks in a calamity equal to the disappearance of Atlantic codfish. West Coast fishers, who fished in \$400 million worth of salmon from B.C. waters last year, are among the most skeptical that Alcan can save the fish, which could return to inland rivers to reproduce. "It might work, it might not," says Mike Bartram, environmental director of the 6,500-member United Fishermen and Alcan

Workers Union. "But if it doesn't, we lose all the salmon forever." Her answer to Alcan's demand for additional water is blunt: "Not one drop."

But critics raise other equally sharp questions about Alcan's project. For one, how did the great international corporation, with operations in about 20 countries, build a major hydroelectric dam like Klinse? Stepanov also questions the firm's apparent desire to expand its capacity at a time when a majority of shareholders has forced it to leave its record low levels. The curious summary has even prompted speculation that Alcan may prefer to back out of the project. "I think that even that could have painful consequences," Alcan has already spent \$800 million on its project, if the company is forced to abandon

The Klinse valley: critics say that the salmon fishery is threatened

the underwriting now, a tiny dammed branch of a salmon river in the rugged Coastal range, might be torn to add the additional turbines that Alcan plans to install and to protect the region's fish. Indeed, reports from the federal department of fisheries and oceans who first investigated Alcan's proposal in the early 1980s concluded that the company's plan would not leave enough water in the Nechako River to sustain chinook and sockeye salmon, two important species that use the river either in spawning or as a route to spawning beds in estuaries.

By 2005, at least 100,000 salmon from the Nechako, which flows into the Fraser River, would either remain for return to the ocean, or be forced to swim their 1,000 km to the Pacific Ocean. That is, if the salmon survive the dam. That's where Alcan's plan comes in. The company has agreed to move "reasonable" turbines the company. The result of Alcan's intervention was an unusual fish-day provide in August, 1997, attended by fishery experts from both the federal and B.C. government, as well as the company. The group emerged with an unspoken agreement: Alcan would be allowed all the water from the Nechako that it had originally

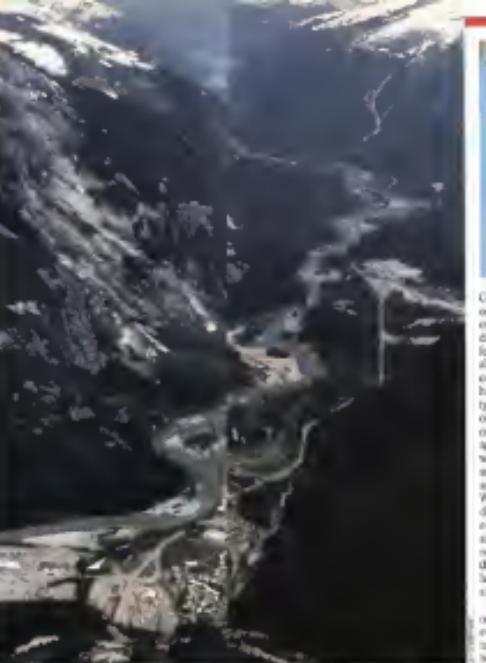
asked for, and Ottawa would abandon its expensive water-use efficiency programs. In return, Alcan could be allowed under the 1980 agreement to water from another major river in the area, the Nass, and under task to protect sockeye and chinook salmon in the Nechako.

It was a critical agreement. With its concession, says Alcan's Rich, "both the federal and provincial governments said, 'You have met every requirement. We relied on that and began the project.' Ottawa reconfirmed its approval in 1998 when the culture of then-prime minister Brian Mulroney ensured the company from submitting its plan to a federal environmental assessment review.

Within a year of securing that exemption, however, Alcan's Nechako began to take its toll. Doubts began to surface about the impact of the project, as well as about Alcan's close relationship with the Tory government in Ottawa. In 1993, a federal review found that the impact on Nechako salmon from Alcan's project would be as much as seven times more severe than the company had estimated. Documents leaked from the federal fisheries department, meanwhile, showed that senior officials had put pressure on research scientists to use their own critical conclusions to Alcan's detriment. And in 1994, legal challenges forced Alcan to suspend construction.

Some of the most telling criticism came from former employees of the fisheries department. Retired research biologist Gordon Hartman, for one, charged that the 1993 withdrawal was "a political decision, not a scientific one," adding that Alcan was relying on an inadequate database to protect Nechako salmon. A former colleague at the federal agency, biological Head Monk, concurred. Monk's verdict: "Klinse completion would reduce the sockeye and chinook salmon runs to mere remnants." The fisheries' verdict, however, is that the project should not be undertaken. "The Troy project's fate is to prove Alcan's federal environmental review also provided details in Ottawa. In June, 1995, a joint committee of the Senate and House of Commons determined that the exemption was "both legal and substantive of constitutional guarantees."

At the same time, people living downstream from Alcan's dam on the Nechako River found other reasons for alarm. Chehalis Indians, forced from their ancestral lands in 1952 by rising water levels as Alcan reservoirs were built, had the courage of quoting the prophet that its new plan would be "as bad as the original flood." That's where the Chehalis stand. Declared Chief Mervin Clarke: "A long part of the province is being written off because the banks account of Alcan Aluminum Ltd." Nor were residents impressed: critics said that the company's demands would leave the river too low to provide water for irrigation and local industry—or even to float



Chief Chocie: a big part of the pressure is being written off

it came. "There was water put aside for Alouette and for the salmon," said Pamela Shantz of Fort Fraser, 120 km west of Prince George—that there was no water put aside for the people.

With doubts about the project growing, the B.C. government early last year instructed the province's utilities commission (which normally regulates energy prices) to review the impact of Alouette's proposal. Public hearings by the panel began a year ago and continue this week in Vancouver. The federal Fisheries department presented the commissioners with their latest assessment of Alouette's impacts for protecting salmon. After initially condemning Alouette's plan and then, in 1987, endorsing it, federal officials have become more circumspect in their judgments. Confined by Ministerial law, Donald Neafus, director of the Fisheries department's Pacific research establishment at Steveston on Vancouver Island, refused to say whether his agency remains satisfied with Alouette's performance. He also declined to explain why the department's official position changed during the private hearings with Alouette in 1987. Instead, Neafus predicted that individual scientists might disagree during the hearings. "It's going to be an open process," he said. "Scientists can tell their version of events."

The provincial panel is expected to report its findings by September, but that is unlikely to end the controversy. For one thing, the B.C. government's involvement in the utility commission expressly forbids it from considering impacts beyond the immediate watershed of the Nicola and Similkameen rivers—or from recommending that the project be stopped. That constitutional mandate leaves open the possibility that the utility's federal government in Ottawa will step in and step in again. The federal government's representative, Federal Fisheries Minister Brian Topp, in fact, hinted at such a possibility in February. "I will not allow the habitat, and I will not allow the resources, to be jeopardized," Topp told *The Vancouver Sun*. David Anderson, the federal minister responsible for British Columbia, has also made it clear that the cabinet is prepared, if necessary, to kill the project.

As challenges to Alouette's way view of its expansion accumulate, a few observers suggest that the company might be willing to sell its troubled project elsewhere. "I believe the Alouette has not earned a profit since 1980, and lost \$100 million in 1983. Meanwhile, the company has accumulated interest charges of \$100 million to date on the money that it has already borrowed for the undertaking. Rich, however, insists that his company "doesn't have a walkaway strategy." Adds the 55-year-old engineer: "I believe very firmly that I will go back to the upper Nicola in 10 or 20 years and there will be lots of fish." Whether there will also be a second Alouette powerhouse is plainly something else again.

GERRIS WOOD is a Vancouver

## To spank, seduce or scold?

If your MP's made you mad about how he would react, would you react? Would you feel you could not afford to hope he would be appreciated? Would you dismiss the continuing criticisms as inconsequential, as worn out, as life would be with you, if it would be even worse without? Would you, in short, offer terms of endearment or begin to consider terms of separation?

In the case of Jean Chrétien's government and its approach to Quebec, the answer is "Yes" to most of the above. There is the problem. The federal Liberal dilemma in Quebec is not that they have no strategy—but rather that they have too many. While Chrétien thinks of Quebec, he tends to like Stephen Harper's neoconservative Local Round, to think Lester B. Pearson's "If you've seen one, you've seen one" and ride easily all in three towns.

The Liberals can't decide whether Quebecers should be collectively rewarded, scolded, scolded in silence, or, they try each finally, Chrétien keeps a low level line in exchanges with the Bloc Québécois in the House of Commons. Now, his manner in seeking an increasingly lively exchanges with Bloc MPs, a speech in Ottawa last week, and another this week in Montreal, Chrétien has again begun discussing the issue of national unity.

Meanwhile, the Liberals' efforts at seduction are profligate and clumsy. They want to be embracing and trumpeting every occasion on which the federal government gives more money directly to Quebec communities. The most recent and inflation of choice, of course, was the \$30-million grant to help build an industrial history museum at the Prime Minister's St. Maurice riding. Another example was the Liberals' move in March to award an international environmental award to Montreal over 24 competitors, including Toronto. Although that decision was not nearly defensible, Environment Minister Sheila Copps handled the announcement so shrewdly that the result was a noisy tur-



### BACKSTAGE OTTAWA

BY ANTHONY WILSON-SMITH



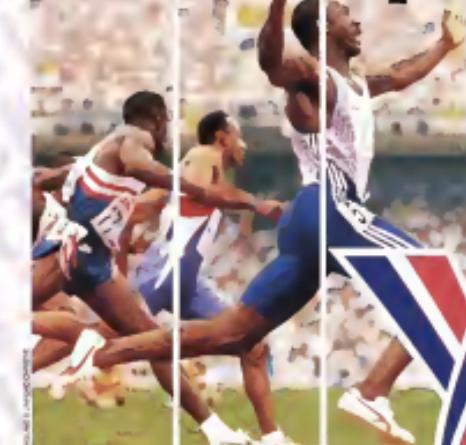
Chrétien, Johnson: Liberals are riding easily off in all directions

war between the two cities—and a lingering impression elsewhere that Quebec was once again receiving preferential treatment.

In fact, relatively few people in Quebec—other than those with direct vested interests—are impressed by projects that carry the whiff of pork-barrel. On the other hand, the prime minister's tried and true brand of federalists is the provincial Liberal government would desperately welcome a sign that their citizens in Ottawa are prepared to deal with them, rather than ignore them. Among other things, the federal Liberals have sacrificed a campaign-trailing deal with Quebec that could have been advantageous to both sides, ushered in Prime David Johnson's government by closing College屹ifice royal with out warning, and alienated their grassroots caucuses parts by promising—again without consultation—to "renounce" a drug law that has had a terrible health-care record.

Another problem is that Chrétien—whose inner circle consists almost entirely of Quebecers—has too many policy coaches and too few star players. None of the Liberals' Quebec ministers evokes much interest at home, other than Finance Minister Paul Martin—who is regarded, despite his father's francophone roots, as more of an amateur. The only individual who evokes real excitement in Quebec is Jim Cheest, a leader bereft of a party. To use an obvious metaphor for this time of year, when they have an amateur Quebec sovereignty head-on in 1980 the Liberals were the political equivalent of the Montreal Canadiens—a talent-laden dynasty. The inter-city Liberals and Canadiens are short on offence, outmatched by their opposition and overly dependent on tradition and miracles. And in Quebec's political season, the playoffs are just beginning.

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CANADA'S LEADINg PUBLISHING MAGAZINE

Canada

# In the cross fire

*Gang-related violence claims innocent lives*

It was 2 a.m. and Theo the German shepherd was getting restless. And as he listened, Glyn Olson 29, obliged Theo by taking him for a walk. As they left their south Vancouver home, the air was warm and clear. But a few minutes later, Olson's neighbors were pulled out of their sleep by what were thought to be firecrackers. They didn't know it was gunshots, or that the offenders had been looking for someone else, who had discovered of Theo's gun. In a nearby laneway, the firecracker clock had been set down in a line of automatic rifle fire, which police later said was the work of an underworld assassin who had mistakes Olson for someone else. "This is an attack on all the citizens of Canada," said Vancouver Mayor Philip Owen. "None of us will get up with this any more."

Olson's death was just one of several across Canada linked to gang-related violence last week. On April 22 in Calgary, Jennifer Olson, an 18-year-old Filipino immigrant, was gunned down outside a mall in a drive-by shooting that police say may have been prompted by a feud between rival mob groups. And in Chatham, Ont., residents expressed outrage last week when the sanguine bodies of 16-year-old Danny Miller and his friend, 15-year-old Michael, who two weeks

ago were sentenced to 20 months on drug and looting charges was a leader of the gang. And Ericson and residents were wondering about "People had better wake up," said the mayor.

Like other recent murder victims, Olson Olson and Miller were killed through an open front door of their own, Olson who was gay, autistic, and recently moved to Vancouver from the Yukon. His neighbors said he was a gentle man who loved computers and hoped to pursue a career in that area. But he had unexplainably rented a room in a house next door to Bladie Jobal, a Sikh whose Vancouver



The Vancouver murder scene: this is an attack on all citizens of Canada

by a gang known as the Community Minded Corporation, which angry residents say has been responsible for a number of assaults in the town. Ericson said that Manley's older brother, 21-year-old Michael, who two weeks earlier

police say is a suspect in the murders earlier this year of two 30th brothers, Jennifer (Dawn) Donogh, 27, and Joaquin (Erol) Donogh, 29. According to the police, Jennifer Donogh also known as Big Jen, was a paid killer and

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# THE DAWN OF DEMOCRACY

Four days of voting in South Africa mark the end of apartheid and the beginning of a long road to equality

**T**hey began queuing well before sunrise, as if getting to the polls early could hasten the dawn of a new South Africa. Some of the elderly came on crutches, or clutching crumpled photos of Nelson Mandela so that they would know whose face on the ballot paper to put their mark beside. In keeping with South Africa's violent ethos, some younger voters in the black townships packed guns. By midmorning on April 27, the second day of voting, the lines of those waiting to cast ballots at the country's first democratic elections were very long and moving very, very slowly. At some of the more than 3,000 polling stations, the ballot papers did not even arrive. But finally, over three days, they all finally filed fourth in more than 200 South African offices of all races crossed their final river. They marked their X and, as do graciously enough, the end of apartheid.

In true South African fashion, the old mean empire died in a hulking fit of exhaustion. There was anguish, seen in the agonized faces of those voting for the first time—such that of Mandela, the 75-year-old leader of the African National Congress (ANC) whose whereabouts during 27 years in prison helped to catalyze the black search for freedom. There was fear, left by blacks and whites alike, at the prospect of violence from unscrupulous racists, who made good on their threats to disrupt the election. Explosions rocked several voting stations, while a car爆破 at and around Johannesburg on the eve of the election killed 29 people. And there was plenty of frustration with a some times chaotic balloting process. Sometimes, although organizers printed 40 million ballots, there were not enough for the expected 22 million voters. At other crucial local, and the counting process, which began Saturday, was slow and contentious.

Still, the elections offered reason to hope that South Africa's worst trials are over; that the country is heading "out of the darkness into the glorious light," fulfilling the inscription on a wreath Mandela laid last week at the grave of ANC founder John Dube. It will still be a tough



Mandela casting his ballot; a voter in KwaZulu-Natal (below); an election scene in Johannesburg (left); 'out the glorious light'



**■ Voting is a schoolhouse south of Durban; a crowd in Cape Town cheers the country's new flag (below); an election slogan by aspasia, fear and frustration**

## WORLD

journey. Mandela, who is expected to be named president to the 400 deputies of the new National Assembly as early as this week, faces a huge challenge in meeting the expectations of millions of poor blacks who have always assumed that universal suffrage would bring to an end to their personal suffering. He will preside over a parliament split into very, impatient and suspicious parties and factions, and he will have to find a way to restore property to the South African economy.

Throughout election week, Mandela repeatedly struck a note of moderation. He hoped he would signal across a country that has perfected the art of division. "Let us begin to be human," he urged. "Let us lead the wounds of the past." And he showed, in every occasion, how this could be done, stopping to say hello to a group of white policemen after visiting his own home in a shantytown in Natal province. "He went through a tawdry school," you know, but there's no bitterness there," said one white policeman. "It's incredible." That has been Mandela's theme throughout

the campaign. forgive-and-healing, a fresh start. "We would like the white community to realize that we cannot build this country without them," Mandela said.

Part of that pitch is simple pragmatism. To govern, Mandela envisions the whites who run the country's businesses, its civil service and its security services. The mutual dependency between South Africa's five million whites and 30 million blacks was the basis of the deal struck last year between the ANC and the National Party, which paved the way for the elections and the government of national unity that will rule the country until 1999. The new government is sure to be ANC-led. But it has guaranteed cabinet posts for any party—19 were running patronally—that involves at least 5 per cent of the vote.

Consequently, the deal allowed white civil servants to keep their jobs for five years and to retain their pretensions. As a result, whites will retain much of their influence, at least in the short term, until blacks step into the senior posts that will be opened to them by alterna-



PHOTOGRAPH BY AP/WIDEWORLD



PHOTOGRAPH BY AP/WIDEWORLD

tionary hiring. It is a mark of outgoing State President F. W. de Klerk's political acuity preserving a solid stamp of white power in the post-apartheid order. But it also means that the new government will have a longer—and growing—public sector, probably requiring it to borrow heavily from international lenders. That situation is sure to worry jittery investors. They are already unsettled by the alliance between the South African Communist Party and the ANC, and by Mandela's ambitious plan to boost spending on housing and education. The gap between the requirements of foreign lenders and domestic demands for the fruits of freedom will test Mandela almost as he takes office.

He will also preside over what is sure to be a drawn-out round of constitutional negotiations, which must be completed within two years. The National Assembly, with 208 members elected at large and 200 seats from the nine new provinces, must draft a constitution that can win two-thirds support from the parliament. Its most difficult challenge will be striking a balance between the powers of the central government and those of the regions. The ANC has always favored a highly centralized state. But it will have to accommodate the demands of Kwazulu Natal, where the rival Inkatha Freedom Party enjoys its greatest support and is demanding more power for itself. Inkatha's leader, Chief Mangosuthu Buthelezi, wants autonomy to promote the Zulu culture and preserve his own power.

Another challenge for special status will come from the Afrikaners, who want a separate, or white homeland, within South Africa. The ANC has agreed to discuss the principle of a nationlet, but Afrikaners cannot even agree where that homeland should be and continue to demand the right to drive blacks who live there into a separate state with the ANC.

The gravest threat to the new government does not lie in the legislative chamber. For the past five years, young, armed and dangerous Inkatha and ANC supporters have waged war in the many South African townships. Stamping out that war is crucial to establishing the new government's legitimacy. That will likely require a massive purge of local police forces, whose members now are regarded with hostility and mistrust by all. "There is a huge gap between the police and the community," said Sylvia Chetty, who works with a local church group in the townships around Port Elizabeth. "The only humanism they have is that they are maintaining and repairing parks."

Changing the guard in a corrupt police force is one thing. But Mandela must also quell the local hatreds that perpetuate the killings. One of his proposed solutions is to change the character of hostels, the dormitories that provide space to migrant workers and have proved fertile recruiting grounds for armed gangs. He

would allow men to live there only if they were with their families, believing that such an environment would reduce the tendency for hostiles to be the company of others to perpetuate their armed resistance.

Tension between the ANC and Inkatha were evident throughout last week's voting. Some people travelled miles out of their way to reach voting stations in friendly areas. And both sides complained about irregularities in the balloting, blaming each other for everything from a shortage of independent monitors to intimidation and an absence of ballot boxes. "It does not seem

likely that the elections

will be free and fair," said Buthelezi during a tour of a voting station in Mthatha, his home area. Buthelezi's pronouncements, however, seemed dangerous. It was his decision to enter the campaign at the eleventh hour on April 15, by which time the ballots had already been printed, that caused much of the chaos. Informed organizers had to tell voters to bring their ballot papers and their photo to each voting site. De Klerk tried to dilute the power of mass organizations by requiring voters to do a day in seven areas, including Soweto and Natal.

Given out the vote seemed likely to help the ANC, which has an overwhelming share of black voters. The only major silver lining was that it was not expected to give the ANC's way in Western Cape, where colored (mixed-race) voters—the largest demographic group in the province—overwhelmingly backed the National Party, their former partners. The Nationalists staged a series of their voting rights and, in the 1980s and 1990s, drove them from their homes to die in lead for white jobs. Now, however, many colored voters like black rule, as erosion that was fuelled by National Party campaign tactics that included distributing a coloring book showing black nuclear families from their homes. Said Chrissie Koni, 31, of Steinberg near Cape Town: "We know that the Nationalists have the experience and they have changed. Mandela will not be able to control buyout radicals."

The colored support for the National Party is all the more bizarre because its last candidate for provincial premier was Herman Kroot, the associate law and order minister who was an avowed racist. Kroot spent part of last week lobbying documents in his department office.

The widespread popularity of the National Party among coloreds underscores the depth of racism in South African politics. The ANC has tried to present itself as a national party, but in the short term it is inevitable that the country's major political parties will represent racial interests. "It will take time for blacks and whites to rally to a common South African identity," said Peter Venter, a black advertising executive in Johannesburg. "We need common symbols, common sports stars, common artists we can rally around, and those things

take to develop. But they will come."

Despite the bonds and the predicted accusations of voting fraud, last week was a moment of relative calm in South Africa's turbulent history. The election showed that there was much to be optimistic about. No, the situation was not yet at end-of-overnight. Yes, the white extremists will continue to rule, and suddenly threaten to create havoc. What was remarkable last week, however, was the absence of racial hostility or talk of black revenge. "Personally, I would feel more revenge and harm," said Richard Goldstone, the white judge who led a high-profile investigation into the killing of Inkatha and ANC fighters by rogue elements of the white government. "It is ridiculous that they don't."

Mandela's health seemed to improve on all scores seemed to work last week. He uses his style broken or incomplete, but he has always emphasized consciousness as the preferred path. He has succeeded because of his refugees to play the long game, to talk to his enemies and reason them into changing. He worked with de Klerk, who eventually freed him and abandoned apartheid. More recently, it convinced Buthelezi to participate in an election that once seemed to promise only



Anglican Archbishop Desmond Tutu takes a turn of wireless rebellion

bloodshed. Mandela has also met with the white extremist leaders, and he insists that "dialogue, persuasion, entreaties, not coercion," as the best weapons against them. In his best moments, Mandela is not a popular player in people's lives, but a leader appealing to their capacity to dream. "What does a man want?" asked Mathews rhetorically.

BRUCE WALLACE and CHRISTOPHER MATHEWS  
in Cape Town

trials. Thirty such schedules now lie the grave, and at noon The wait is five hours. No white voters are in the lines. I wonder why, until someone explains that whites tend to have cars and, during elections, to vote. Mandela is a dedicated amateur paid public holiday to accommodate the high turnout.

**April 26:** "I waited for years—what is now four years," an old black man says as he stands in line at a special voting station, set up to allow the elderly, infirm and disabled to cast their ballots. That night, however, along with a quiet dignity and courtly happiness, characteristic the first day of voting.

**April 27:** At 7 a.m., South African television shows Nelson Mandela casting his ballot in Natal—a very moving occasion. I think of watching him on TV in 1985, during his 27 years in prison. The price of change is both incredibly high and amazingly slow.

Long queues form early as the first day of regular voting begins. The lines, however, are orderly, and people smile shyly at foreign observers. Many come in their Sunday best. At Mount Palala, a rural community, a young woman dressed in a white lace dress is denied the opportunity to vote because she will not turn 18 until September. At Vryheid, an agricultural district, white farmers have transported their black laborers to the voting station in large

trucks. They are lined up, some leaning heavily on walking sticks, a few having to be carried. Many need help voting because they are literate. The presiding officers patiently assist them in the presence of monitors from the independent Electoral Commission (IEC), party agents and, sometimes, international observers. Several times I hear the officer read out the long list of parties and leaders, watch the voter lists, stand by and the officer comes to the name

## Witness to history

Nancy Gordon, a communications director of Case Canada in Ottawa, was one of about 2,000 international observers invited to watch South Africa's first election. She was stationed in the Harrismith and Queenstown areas of the Orange Free State, where she kept a daily diary. Excerpts:

**April 26:** "I waited for years—what is now four years," an old black man says as he stands in line at a special voting station, set up to allow the elderly, infirm and disabled to cast their ballots. That night, however, along with a quiet dignity and courtly happiness, characteristic the first day of voting.

The lines are long, the sun is hot and some of the voting stations are not as orderly organized as they will become. The presiding officers patiently assist them in the presence of monitors from the independent Electoral Commission (IEC), party agents and, sometimes, international observers. Several times I hear the officer read out the long list of parties and leaders, watch the voter lists, stand by and the officer comes to the name

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By Charles Atkin

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# DESTINATION CANADA

Even before the election, thousands of white South Africans had voted with their feet



I was raising hens in Cape Town last July 25, and Violence Venter's three daughters, now aged eight to 14, were too tired to attend the Sunday evening service at St. James Church. So Vassens, a 38-year-old sales manager for a health-care company, her son's manager husband, Caspar, 32, and their children stayed home—a decision that likely saved their lives. Four gunmen burst into the church that night, opened fire and lobbed hand grenades at the worshippers. Fifteen people were killed, including a woman who usually sat in the same pew as the Venters' family and 10 were injured. Already alarmed by the escalating violence in their isolated hometown, Vassens and her husband decided they had had enough. They immigrated to Canada in January and now live in Ottawa. "I really believe that South Africa could become as wealthy as America if the transition is managed correctly," says Vassens. "Unfortunately, it's going to take at least five to 10 years."

Last week, millions of voters expressed their faith in South Africa by casting ballots in the country's first all-race elections. But thousands of other South Africans, like the Venters, had already voted with their feet. Government officials have not released census figures for the first quarter of 1994, although they contend that there has been no substantial exodus of frightened whites. Indeed, the country's largest moving company, Johannesburg-based Stattdafik Van Lines, has helped about 1800 families relocate elsewhere over the past year—about twice the annual average for a 26-month period, company officials say. But South Africa's newspapers every



The Venters' St. James Church after the massacre last July 25: fear of the future

day advertisements from companies offering summer, workshops and other services for those who want to leave.

The most popular destination for fleeing South Africans, Stattdafik spokesman Peter Stelliford says, is New Zealand. Canada is next, followed by Britain and the United States. Andy Kilian, South Africa's ambassador to Canada, says that approximately 120,000 South Africans now reside in that country, and that more are arriving at the rate of about 1,000 a year. "A spokesman for the South Africa Embassy in Washington

said that an estimated 100,000 South Africans now live in the United States; Israel, despite its problems with politically inspired violence, attracted about 13,000 Jewish emigrants from South Africa between 1971 and 1991. And Israeli officials expect that as many as 1,200 South African Jews will arrive in the country this year, more than double the number who settled there in 1989.

Although most of those leaving South Africa are white, a few blacks have felt the political violence that has created the country's image from the rubble of apartheid. Vusi Sibole, a 20-year-old refugee from Soweto, the black township that was a hotbed of the anti-apartheid movement, left last June and eventually settled in Toronto. He said that the Indian Freedom Party had harassed him and three fellow Zulus as traitors for associating with the rival African National Congress. Sibole added that one of his friends was killed by an Indian hit squad, and that the killers were looking for him. "I would love to go back but not right now," he said. "I'm too scared."

While many mixed-race immigrants say they were disturbed by rising crime and violence or left threatened by black-majority rule, most add that career opportunities there in South Africa appeared dim. Bruce Lervenfeld, a 28-year-old student in Los Angeles, predicted that South Africa will soon be plagued by poverty, political corruption and civil disorder—common problems in most of sub-Saharan Africa. "There can be no future for white people in South Africa," said Barbara Foster, a 39-year-old chemist who left Cape Town six weeks ago and is now looking for work in Washington, D.C. "I have no doubt that the blacks will take revenge. Very soon there will be no room for white people and it will not be safe."

For Beverly Egliosis, 31, a travel agent primarily concerned with parts of South Africa, a 27-year-old man can't steer from Johannesburg. Egliosis and her husband, Stephan, 30, and their five children, are due to leave in 14 days because the family for their safety. They are now staying temporarily at a residential center near Edenvale. Although Egliosis says she has been surprised by the ferocity of Arab and Jewish extremism in Israel, "the violence here is not on the same scale as in South Africa. It's not an everyday thing," says Egliosis. "Unfortunately, it's going to take at least five to 10 years."

For many white South Africans, the only solution to rising violence and diminishing opportunity is emigration. And for many of those looking for a new home, Canada rates highly as a stable, prosperous country. "Everybody speaks about Canada being such a peaceful place," said Vassens. "The country offers marvelous opportunities for our children. And the snow is beautiful." But even in the comfort and security of their new homes, most immigrants cannot forget the troubles in their homeland, or the friends they have lost in acts of senseless violence.

CHARLES KENNEDY with correspondents' reports



## EUROPE

# Tunnel vision

*The completion of an underwater link with Europe prompts characteristic English gloom*

**T**he languid trappings were, quite properly, English. Beneath tattered, gunpowder-burnt Union Jacks and receding portraits of Queen Elizabeth II and Sir Winston Churchill, 150 guests wearing black fat and evening dress gathered last week in Dover's 13th-century Town Hall to mark the centenary of the Royal Society of St. George, a group dedicated to fostering a love of England. The menu was roast beef and Yorkshire pudding, no trifles or plats in sight, though a concession was made for New Zealand wine. "There would be many Jaffa, no damn bagpipes tonight," an ear-wideningly genial emigre to his new home, a former boxer from the Dover Sea Cadets, responded to their seats. It would be an offence of bad taste if the English guests, dressed in top hats and tails and the like, were to witness such a display of what life was like in Victorian, happy and pluralistic.

But the moment finally came after the host had been dressed in and the young emigre's last notes of patriotic Britishness had faded when the first realities of the present intruded. Blowing to toast the guests, the current Earl of Merton of Tring had said that he "had been warned not to mention the Channel Tunnel," as his remarks because "it was not very popular in this area." There was not

terrible sound. The English have responded with characteristic gloom to the imminent opening of the Channel at the 23-mile underwater link, with France known as Britain and Southern Europe known as the continental drift around Dover on the southeastern coast of England which brings low-ferry passengers across the English Channel in the comfort. And largely, people in the area that cells shall the Garden of England above the sprawling limestone building that sits over the town of Folkestone, do not want the area roads and high-speed railway lines that will cut through the countryside to link the Channel with London, and consider the prospect of bringing the European customs closer to their homes, even if only psychologically.

On one hand, there should be much to celebrate. The 80th anniversary of the Channel is an excuse to raise a glass, and the days when life was Victorian, happy and pluralistic.

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A high-speed Channel train makes a test run, a 23-mile underwater link

the project of the century, employing 25,000 workers, some of whom died in its building. It links 1,000-km-long Eurostar, the project's engineers succeeded in linking the continent with Britain for the first time since a local boulder disrupted 16,000 years ago.

Democrats have envisaged a fixed link between Britain and France for more than two centuries, with most of the grand schemes originating on the French side of the Channel. In the 19th century, French engineers proposed plans that varied from building a bridge across the turbulent water to two undersea tunnels for stagecoach traffic, with air chimneys and oil lamps along the route. In 1881, Britain finally started a tunnel. But the British government halted the project as soon as second thoughts, and duly declared that it might become a path for invading serfs.

In all there have been 27 attempts to design a tunnel, but not until 1991 did a consortium of 10 British and French construction companies agree to proceed. 10 British and three prime minister Margaret Thatcher, the Channel will enhance to give a speed of 200 km/hour, and will cost about £1.5 billion, or \$2.5 billion, to build.

Owned and operated by a Anglo-French firm called Eurotunnel PLC, the Channel has announced that, when it comes to passengers, the grande nation, too, can come in last and widely over budget. On May 8, Queen Elizabeth II boards a train in Folkestone, en route to Calais a half-hour later, clad champagne glasses with French President François Mitterrand and British Prime Minister John Major. In fact, it will

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## WORLD

be open all night. Although the first freight traffic is expected to begin passing through the Channel later this month, limited passenger services will not begin until late this summer. It is an expensive delay for Eurotunnel, an already heavily indebted company that will run out of money in June. Over the next two months, Eurotunnel will go back to the banks and stock markets to raise the last \$1 billion. When it does, the Channel's price tag will be even more than double the first projection of \$6.1 billion made in 1987.

The Channel may have been a private-sector baby, but the British and French governments bankrolled its builders from the start. Most of the cost overruns have been blamed on the exhaustive environmental and safety regulations that government bureaucrats imposed on the project. "What we underestimated," Eurotunnel's co-chairman André Bernot said during an interview in Paris, "is that when you have two regulators and therefore lots of regulations with no feasible rule in the project, there is a serious risk that they will overlap themselves."

One company that became entangled in regulatory tangles was Boulangerie Lin of Boulangerie Lin was a \$100-million contract to build 254 stainless-steel rail wagons on which one and two-tonne pallets and rail goods for the Channel. Lin had made design changes caused by the English to the wagons that violated the specifications when it wagoned. Boulangerie Lin claims about \$600,000 it was forced to incur in costs among other things. These were the reasons for detecting gas leaks and two fire-extinguishing systems. The change-protected Boulangerie Lin was fortunate; its \$75-million loss last year and the Canadian company threatened to withhold delivery of the car until payment was made. "You didn't trust us," said a Boulangerie spokesman.

The dispute was resolved last December in what has become Eurotunnel's fallout of cost and with compensation by all sides.

Boulangerie Lin received \$152 million and 25 full-size stainless steel, or between three and four per cent of the company's ranking, making the Canadian firm one of the Channel's largest shareholders. Eurotunnel also delayed its stock options against the British and French governments when they agreed to extend its concession on the Channel by 10 years and 2022. Eurotunnel executives were, and remain, in touch with the British government, for its last line of defense, in building a high-speed rail link from the Folkestone terminal to London. Plans for the line were fully announced in January after an unusual public debate over the route the trains would follow through one of the most crowded parts of England.

The projected completion date: 2002.

No such hesitancy affects the French. Their high-speed rail line is ready for traffic through the comparatively hump-free landscape between Calais and Paris. The French have shipped up Eurotunnel shares at far greater cost than the English—and they do not understand the English reluctance to endorse what, to them, is the future. "France, it is still intuitive to believe in the grand projects," said Bernot. "These projects can never be judged really on a recent basis. The French decide themselves how to move people but I don't think we are in France, we are



Workers in tunnel 75 miles from Calais  
experience delays and cost overruns

governed by our gas, rather than our issues."

Across the choppy Channel waters, the English choose to look in the dark side. What about terrorist attacks? they ask? What about the disengaging constituency? What would send the English into a fit of fits? Bernot replies that he is not referring to the last 100 years, only to the last 10 years that he was proceeding with the development. Investigators are looking into the cause of the disaster.

## A MIDEAST BREAKTHROUGH

Israel and the Palestine Liberation Organization (PLO) signed a landmark agreement, known as the Oslo Accords, for Palestinian self-government in the West Bank and Gaza Strip and the Jordanian city of Jericho. At the same time, the two sides aim to sign another agreement on May 4 sealing last year's lessons. West Bank Palestinian forces are now setting in motion Israeli troop withdrawals and Palestinian self-rule in the Gaza Strip and the West Bank town of Jenin.

## A SPY DEAL

In a plus-bonapart with federal prosecutors, accused CIA spy Aldrich Ames agreed to admit his guilt and co-operate with authorities in return for leniency for his wife and two sons. Russia, April 30, received a life sentence without chance of parole. His wife, 41, will probably close a five-year term in August, well probably close a five-year term. The couple is accused of selling CIA secrets to Moscow, for a total of \$3.3 million, since 1985.

## AIR DISASTER IN JAPAN

A Boeing 747 crashed while attempting to land at a landing at Japan's Nagoya airport, killing 263 passengers and crew. Three other people died in injuries. Captain Gary W. Lockhart, 46, was the last pilot to be seen steering the jumbo. He only 99 seconds after saying that he was proceeding with the checklist. Investigators are looking into the cause of the disaster.

## A SHIFT TO THE RIGHT

Italian President Carlo Rubbia Scalfaro asked Prime Minister Silvio Berlusconi to form a new government. Berlusconi, 57, led the center-right "Freedom Alliance" coalition to victory in general elections in March, trouncing the left-wing coalition of the Socialists and Communists, Christian Democrats, who were disgraced by corruption scandals.

## GETTING TOUGH ON HAITI

The United States called on the UN Security Council to end a 15-day deadline for Haiti's top military leaders to resign or leave the country before they faced a tough UN-backed embargoes. The United Nations committee has resulted in strict but sensible, which is world's only military means does not make it easier difficult to reach political solutions in conflicts, but it promotes them."

The UN High Commissioner for Refugees said 700 people were killed and 2,000 others wounded in the month-long siege of Gonaives, a town in eastern Haiti's western to 65,000 people by a band of refugees. Bertrand Rouse claimed that these figures were inflated. But journalists could not fully verify the extent of deaths and destruction because Serb troops buried them from entering the town.

Meanwhile, the UN Security Council ap-

World  
NOTES

Serbian Serb troops withdrawing from Gorazde, the end of a week-long siege

## Backing down in Bosnia

Under threat of retaliatory air strikes, the Bosnian Serbs complied with a UN deadline to withdraw their heavy weapons of less than 20 km from the besieged town of Gorazde, one of six mainly Muslim UN-designated "safe areas" in Bosnia. The alliance said that a full-scale military offensive would begin on May 12 against Serb-held areas around what "safe areas" for refugees, Zenica, Tuzla, Sebenica and Bihać. The Serbs appear to be pulling back in those areas in Mladić, trouncing the 10,000-strong Christian Democratic, Christian Democrats, who were disgraced by corruption scandals.

## A killer returns

The World Health Organization (WHO) called on rich countries to provide an extra \$800 million a year to help poor countries fight tuberculosis, the infectious, airborne disease that attacks the lungs and claims three million lives annually. WHO is also making available—over 90 per cent of victims recover after full treatment—some cases have spreading drug-resistant strains of the disease. Scientists are baffled by the global re-emergence of TB, thought to have been successfully eradicated less than a decade ago. But Dr Barry Bloom, a top U.S. researcher, told the opening session of the Sixth International Conference on Infection Diseases in Prague last week that poverty has been the most pervasive factor in TB's global comeback.

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# Are they worth it?

*Executive incomes—now public—stir debate about fairness*

BY BRENDA DALGLISH

**L**awrence Bloomberg hit on a grand idea in 1978. After 12 years in the Canadian investment industry, he decided there was a niche for a securities firm that catered to the money managers who can pension funds and other investment pools. At one point, Bloomberg called his company First Marathon Inc., after the stadium and endurance of long-distance runners. With only clients who included Vancouver corporate ruler Stan Behring, First Marathon became known for its agility and innovative ideas. In the investment business, timing is everything—and Bloomberg was impeccable. First Marathon burst from the shadows as the pension and mutual fund industry began a period of explosive growth. As the business took off, Bloomberg over paid up executives, preferring the more lucrative spiral for compensation. "It may not be his best, phenomenally successful, collecting a total of \$5.9 million in compensation and bonuses in 1998 alone. Based on information that has been made public to date, he is now Canada's highest-paid executive—and that's not counting the \$3 million he made in dividends from his First Marathon shares.

Although Bloomberg is unknown to most Canadians, the size of his psyche puts him in the same ranks as several other more famous entrepreneurs. The list includes Jim Carter, the Toronto Blue Jays owner who collects his office mailing list and highest and tightest floor in his building; Brian Mulroney, Vancouver's boyish rock star, who made an estimated \$50 million from record sales and concert appearances; and Al of that fell enters' photo sheet of North America's hyperactive entrepreneur, TV talkshow host Oprah Winfrey, who collects \$66 million.

By contrast, Prime Minister Jean Chretien's pay for running the country is \$127,000, which is still more than three times the income of the average Canadian family in

calculated by Statistics Canada. That kind of disparity can erode the rules of economic justice, but the question of social justice is another matter. It also raises the issue of whether any person really deserves to collect \$30, \$300 or even \$300,000 more than his lowest-paid employee. "It's a question of the values we aspire to as a society," says Lynne Tingle, executive director of the National Anti-Poverty Organization (Napo) in Ottawa. "Can I even comprehend how much \$67 million is? It's not an income—it's a status symbol. People are starting to say, 'What's that person worth?'"

Canada's top executives are today's version of yesterday's heroes. The way in that institutional investors—the very clients Bloomberg targeted when he founded First Marathon, are largely responsible for the fact that Canadians now know how much he and other business leaders make. Pension fund managers were among the most vocal—and advocates of a 1993 Ontario law requiring all companies listed on the Toronto Stock Exchange to disclose how much their top five paying executives are paid. "We began that with our manufacturers who collect their office mailing list and highest and tightest floor in their building," says Stan Behring, Vancouver's boyish rock star, who made an estimated \$50 million from record sales and concert appearances. "Al of that fell enters' photo sheet of North America's hyperactive entrepreneur, TV talkshow host Oprah Winfrey, who collects \$66 million."

That does not necessarily apply to Bloomberg. Institutional investors admit to being surprised—not enraged—by Bloomberg's hefty \$6.9-million earnings. They say that their approval is with executives whose performance is not in line with

their pay. Bloomberg has delivered an increase of \$300 in First Marathon shares in 1998, the year the firm went public, which may be worth \$100.

Bloomberg's increase is not necessarily the country's highest-paid individual. There may be even bigger payoffs at some of the privately held companies that have not yet reported the pay of their executives. (The law requires companies to file disclosure papers shortly before their annual meetings are held.) In addition, entrepreneurs, executives of private companies and certain specialists in construction, such as local trades or real estate salesmen in housing markets may pocket more without having to make their income public.

The current state of disclosure, combined with recession ravaged financial performances of many companies, has prompted one planner that some companies are not giving their money's worth. Critics point to executives who receive large numbers of stock options as bonuses on top of bonuses, or those collecting hefty pay cheques—even bonuses—when their companies are actually losing money. Although Nova Corp. of Calgary reported a below-target profit of \$202 million in 1997, its hand-picked president, Ted Newell, a 1.36 million share option is 84% in top of a salary of \$1.2 million that included an annual bonus. At Canadian Pacific Ltd., CEO Cyril Wilkins Newell got a salary of \$905,800 plus a bonus of \$446,831, plus other income of \$237,060 and \$14,880 share options. All that despite the fact that CP lost \$590 million last year, losing its leases for the past three years to almost \$1.6 billion.

Blown-up pay packages also raise doubts about the extent of a company's commitment to such elevated goals as teamwork and shared corporate values. At Molson's Webster Inc., a Toronto securities dealer, the top executive averaged roughly 100% of that with the exception of the majority of their fellow executives. Despite like that, these critics conclude, can eventually lead to social unrest and collapse. For her part, Tingle says that she was struck by the great gap in understanding between the poor and the high-income upper echelons of executives during a NAPD meeting with the board of directors of a not-for-profit institution last year. "We were talking about the problems of poor single-parent families," recalled Tingle. "And this was said: 'Well, I don't understand the problem. Wouldn't I just be happy if they put the children up for adoption?'"

For the most part, corporate executives say their incomes are justified by the economic law of supply and demand. They point to the astronomical incomes of top athletes and entertainment stars to argue that the free market economy allo-

## NICE WORK...

(A survey of disclosed 1998 earnings as of April 29, including salary, bonuses and stock options)

2 <b>Stephen E. Blackard</b> President and CEO, <i>Gateway The Guy Co.</i>	\$2.2 million
3 <b>Robert E. Schatz</b> Chairman and CEO, <i>Mitsubishi Wal-Mart Inc.</i>	\$2.0 million
4 <b>W. Galen Weston</b> Chairman and President, <i>George Weston Ltd.</i>	\$2.1 million
5 <b>Peter Munk</b> Chairman and President, <i>Bombardier Corp.</i> and <i>American Borealis Corp.</i>	\$1.9 million
6 <b>Edgar Bronfman Sr.</b> Chairman and CEO, <i>The Seagram Co.</i>	\$1.8 million
7 <b>Matthew Barrett</b> Chairman and CEO, <i>Bank of Montreal</i>	\$1.6 million
8 <b>Perry Crossland</b> Chairman and CEO, <i>Bear Stearns</i>	\$1.7 million
9 <b>Edgar Bronfman Jr.</b> President and CEO, <i>The Seagram Co.</i>	\$1.6 million
10 <b>Peter Desrochers</b> Chairman and CEO, <i>Power Corp.</i>	\$1.6 million
11 <b>William Strickland</b> Chairman and CEO, <i>Canadian Pacific Ltd.</i>	\$1.6 million
12 <b>Al Routh</b> Chairman and CEO, <i>Imperial Oil Ltd. of Canada</i>	\$1.5 million
13 <b>Edward F. McDonald</b> Chairman and CEO, <i>The Seagram Co.</i>	\$1.5 million
14 <b>Brent Beckung</b> President and CEO, <i>Huronian Inc.</i>	\$1.4 million
15 <b>W. Michael Brown</b> President, <i>The Shoppers Drug Mart Corp.</i>	\$1.4 million
16 <b>Richard L. Carter</b> President, <i>Loblaw Companies Ltd.</i>	\$1.4 million
17 <b>Alan Taylor</b> Chairman and CEO, <i>Royal Bank of Canada</i>	\$1.3 million
18 <b>Stephens H. Rosner</b> Chairman, executive vice-president, <i>The Seagram Co.</i>	\$1.3 million
19 <b>Robert Grubbs</b> President and CEO, <i>Pier 1 Imports Corp.</i>	\$1.3 million
20 <b>Thomas H. Rosenthal</b> Chairman, president and CEO, <i>Petco PetCare Co.</i>	\$1.3 million
21 <b>James Stanfield</b> Executive Vice President and CEO, <i>Price-Canada</i>	\$1.2 million
22 <b>Charles Bronfman</b> Chairman of the board, <i>The Seagram Co.</i>	\$1.1 million
23 <b>Anthony Cooper</b> President and CEO, <i>Bank of Montreal</i>	\$1.1 million
24 <b>Gordon R. Kalafsky</b> President and CEO, <i>Mitsubishi Wal-Mart Inc.</i>	\$1.1 million
25 <b>V. Peter Weber</b> Chairman and CEO, <i>Fluorogold Holdings Ltd.</i>	\$1 million



**Lawrence Bloomberg**  
President and CEO,  
*First Marathon Inc.*  
**\$6.9 MILLION**



ates value rationally. "It is rational, they say, because they, like the athletes and entertainers, are paid according to the revenue their talents generate. Even though running a consistently profitable corporation takes an extraordinary combination of leadership and business skills that are more demanding than the ability to punch a baseball out of a ball park, they are paid less than the best baseball players because their efforts are judged to generate less revenue. To tell corporate boards that they shouldn't try to get a deal on a chief executive," said Rossiter, "would drive Michael J. Morris mad." In fact, it is Morris' companies to whom directors of corporations are most amenable. "You can hire someone for a secretary or a middle manager, but not for a CEO," Hogenboom states. The difference between the best person for the top job and the next best can mean hundreds of millions of dollars a year to a corporation. As a result, says Hogenboom, top executives will often pay more than is necessary, rather than run the risk of losing a chief executive who is doing a good job. "The extra they pay a top executive," he said, "is usually not much more than a rounding error in the profits of a company."

Instead of focusing on total pay, Hogenboom says that corporate boards, which are responsible for setting executive compensation levels, as well as shareholders, should focus on the performance of the chief executive. "If you've got a good son you can sell," said Hogenboom. "If he isn't performing, fire him." Overall, Hogenboom says that Canadian companies have paid their senior executives as much as U.S. corporations—but they have been more willing to tolerate mediocre performance. "We're a global company," he said. "And Canada can afford substantial corporate leaders."

Indeed, compared with the rich pay packages common in the United States, most Canadian executives could argue that they are underpaid. Dozens of American CEOs made more than \$100,000 a year last year, but only one of his Canadian counterparts, Alan (Artie) Goldberg of the New York investment firm Salomon Brothers & Co., pocketed up \$80 million. In 1993, David G. Gosselin, president and senior partner, Peter Milne Associates and chairman of Harbour City Corp., a transnational gold-mining company, American Barrick Resources Corp., made with the top U.S. executives he collected \$25.6 million in 1993, mostly from exercising stock options that he had been given in the early years of the company's operation when he was not doing a salary.

The U.S. record belongs to Michael Eisner, who logged \$200 million last year as chairman of Walt Disney Co. Disney's stock was \$95.600, but he exercised his stock options—buying the shares for which he had been awarded options during the past 18 years and then selling them immediately at the higher market price, for a profit—on the \$4 million shares of Disney stock he had accumulated during his 10 years at the helm of the company. A \$300 investment in Disney



Checkmate from above: former basketball star Michael Jordan at play; Bank of Montreal chairman Bennett; Canadian rocker Adams

when Eisner started there in 1984 would now be worth \$1.486.

Is money the best, or even the only, incentive that motivates top executives to improve a company's performance? "That's baloney," says Stephen Jarislowsky, a veteran Montreal investment manager who chairs one of the rights at shareholder (page 38). "The ones who are good are not only money-driven. They have a greater sense of responsibility to the corporation. And they do what they do partly because they enjoy it." Jarislowsky notes that the Bank of Nova Scotia, which was Canada's best-performing chartered bank, also pays the lowest salaries.

Still, Jarislowsky who is a director of several public companies, says that he is often voted down by other board members—especially CEOs of other companies—when he attempts to restrain corporate pay packages. "They make sure the chief executive gets to sit pretty much in the middle of the seats," said Jarislowsky. "They get big salaries, big



bonuses, short-term incentives, long-term incentives, bonuses based on making budget (targets) rather than profits and even golden parachutes in case they lose their jobs and can't land another one, it's obscene."

Investment managers say the information disclosure is the first step to reducing valuations and engaging in the process. The Provincial Investment Corporation of Canada (PIC), which represents 165 pension funds with a combined \$20 billion in savings, is sure that the structure of an executive pay plan is more important than the size of the plan.

Investment managers say that the most striking thing in the pay plans disclosed to date is the huge disparity between top executives and other senior managers. The Bank of Montreal paid its chairman, Matthew Jervis, \$1.8 million in 1993, while just two levels below, Jeffrey Chisholm, vice-chairman of corporate and institutional financial services, received about a third of that, \$600,400. At mining company Centexco Ltd., president Robert Hallsworth collected \$100,000, while executives one step below him on the corporate ladder earned about \$200,000 each.

That hierarchical pay structure is a holdover from the days when a chief executive was seen as an unapostate leader who was almost single-handedly responsible for an organization's success or failure.



According to Jim Maenner, head of PIC's corporate-governance unit, it also reflects a belief that the best way to motivate senior managers was to pit them against each other. "They treated them like caged animals," he said. "They'd throw in a big slab of meat and whoever came out with the largest chunk was the winner and got all the spoils." In retrospect, Maenner says, "it doesn't make a heck of a lot of sense" to set up a system that encourages managers to compete with their co-workers, rather than against other companies.

Another aspect of executive pay that is

evolving under increasing scrutiny is the practice of granting generous stock options. Bill Reid, president of Fairview Securities Corp., a Toronto investment dealer that caters to institutional investors by specializing in shareholder rights issues, says that it appears stock options are often a bigger problem than many levels. "We find that option plans are getting more and more generous to executives and directors, and less and less accessible to shareholders." One of the most controversial examples was Northern Telecom Ltd.'s failed attempt in 1992 to introduce an option plan that would have cost 25.5 million shares, worth an estimated \$1.2 billion, available for distribution mainly to executive managers as part of a long-term incentive plan. Said Maenner, "That kind of benefit comes directly at the shareholder's pocket."

Ultimately, much of the responsibility for making corporate salaries reasonable with a reasonable board of directors—the body that in the past is supposed to safeguard the interests of public shareholders and keep a close watch on senior management. In many cases, however, those roles have become reversed: the board, in effect, is left to the chief executive rather than shareholders because it is management that presents the list of director nominees to shareholders for their approval. And that approval is almost never withheld. In most cases, the directors are not significant shareholders, and are themselves CEOs of other companies. When they approve compensation packages, all too often they do so with an inferior conflict of interest. It is that lack of transparency that led prominent John Kenneth Galbraith to describe executive compensation as "a warm gesture of gratitude that individual players do for us."

Ultimately, the solution may be to give shareholders more power—perhaps, as Jarislowsky says, by appointing some of them as directors. Jarislowsky himself favors a simpler compensation structure: a cash salary and, if warranted, a bonus in the form of cash parity that could not be sold until the executive leaves the company.

Applause, paradoxically, tends to First Marathan. Lawrence Bloomberg appears to pass easily like the other senior executives of the firm, who took a salary and was awarded no shares in stock options. His \$9.5 million comes directly from contributions on his investment and from his eye of the company's profits. He also pocketed \$1 million because of a special dividend paid to the firm's shareholders after the sale of one of its divisions. Jarislowsky will be entitled to note that even First Marathan's board is largely composed of shareholders, though in this case they are company insiders—reflecting the fact that many First Marathan employees are also its largest shareholders—instead of outside independent shareholders. Indeed, First Marathan seems to espouse the wisdom of the principle that investment managers are expanding a company's pay structure to its performance can be rewarding for shareholders and lucrative for executives. Clearly Bloomberg has made the big leagues. □

## KISS AND RUN

JOEL CHITKIN, SEVERANCE, RETIREMENT PAYKES PAYD OUT IN 1993:

	\$ MIL.
Paul Sherr	56.1 million
CIBC, Northern Telecom Ltd.	52.9 million
Michael Macmillan	52.6 million
George Ritzer	52.5 million
CSA, the Bank of Nova Scotia	52.3 million
David A. Nickell	52.2 million
Lothair Companies Ltd.	52 million
Raymond Corp.	51 million
Chairman of the Board, BCE Inc.	48 million

\*Includes share-loan repayment

# CORPORATE AMERICA'S TOP DOGS

## THE 5 BEST-PAID MANAGERS IN 1993:

1 Michael D. Eisner	\$26 million
2 Bill Disney Co.	
2 Sandra L. Wolf	\$17 million
3 Steven E. Greenberg	\$13 million
4 Robert G. Galbraith	\$13 million
5 C. Robert Hildreth	\$12 million

## THAT'S ENTERTAINMENT

1 Jack P. Winkley	\$66 million
2 Bill Disney Co.	
2 Steven Spielberg	\$53 million
3 Director, producer	
4 Kevin Costner	\$34 million
5 Sam W. Zell	\$34 million
6 Bill Cosby	\$33 million
7 Actor, comedian, author	

## SPORTING FUN

1 Michael Jordan	\$45 million
2 Robbie Ross	\$32 million
3 Arlene Soren	\$23 million
4 Alan P. Furst	\$20 million
5 George F. Veron	\$20 million

(includes income from all sources, including salaries, bonuses, royalties and endorsements)

(IN MILLIONS OF DOLLARS)



# Rewarding risk

*Those executives who create value deserve their pay*

BY IAN DELANEY

**I**n recent months, much headline space has been devoted to executive compensation. Clearly, there have been some excesses in that area. There are cases where there seems to be no relationship between the rewards given to those principally responsible for corporate direction and the financial well-being of companies.

To prevent conflicts, much headline space has been devoted to executive compensation. Clearly, there have been some excesses in that area. There are cases where there seems to be no relationship between the rewards given to those principally responsible for corporate direction and the financial well-being of companies.

That trend still finds media point after point. And it may even have merit as an investment consideration. The most prominently discussed examples of executive compensation seem to fall into one of two cases. In the first case, executive compensation differs directly from corporate performance. In the second case, executive compensation seems high when measured against standard regardless of how well the corporation is doing.

There is no easy justification for the first case.

**Delaney: 'Are we no longer prepared to let people win?'**

and should be compensated as such.

One of the best ways to link executive performance to shareholder wealth is to let executives' compensation be based on the same form as shareholder returns. This can be accomplished by granting options on shares, loans to executives to buy shares or other mechanisms that let executives pay to share ownership. But probably the best way to ensure that things remain in perspective is to ensure that the board of directors is composed in such a way that the board itself is sensitive to all classes of shareholders and can act independently. The balancing trick, of course, is that corporate strategy and strategy are often the result of the involvement of a very few people. Leadership is often seen to be the single most important determinant of corporate progress and it is often commonly subject to time and place and opportunity.

And that brings us to Lawrence Lawrence recently set a new high-water mark in executive compensation and has suffered little criticism in a result. His 1993 compensation of \$76.7 million seems to have of faced many observers. One of Canada's less inspiring qualities is its ability to decide such things. We have developed the policy of money to the highest degree. Consider Lawrence Lawrence recently set a new high-water mark in executive compensation and has suffered little criticism in a result. His 1993 compensation of \$76.7 million seems to have of faced many observers. One of Canada's less inspiring qualities is its ability to decide such things. We have developed the policy of money to the highest degree. Consider Lawrence

the investment business as a person working for a large management. He did well. About 13 years ago, he put together a small group of partners and established his own small business. In the intervening period, he has built that small firm into one of the largest independent investment dealers in the country. It has not been done without years of dedication, years of determination, years of ingenuity and years of competition.

The signs of Lawrence's leadership are evident all over the firm. The returns to shareholders have been magnificent. He has taken the company from new market arena and pursued new products and services. He has assumed all of the risks an entrepreneur is supposed to accept. Day-to-day records is public domain. We are no longer prepared to let people go.

From both a public policy and public appreciation point of view, Lawrence would apparently have been off to him was a government-sponsored, tax-free lottery instead of spending the past 25 years building a business from scratch, employing hundreds of people, raising billions of dollars of investment capital for other companies and paying millions in taxes. So, I am sure that there are plenty of lagers for your analysts and other critics in corporate Canada. But I think it is unfortunate that Lawrence should be held up as anything other than an excellent model for other chief executives. □

# Called to account

BY STEPHEN JAROSLAWSKY

**S**tephen Jaroslawsky is chairman and chief executive officer of one of Canada's largest independent managers of pension fund assets, Jaroslawsky. From it, it is 20% of the company had \$1.6 billion under management in 1993. The catalog of executive pay

should be paid to the CEO. If he can outdo a premium of eight per cent, the bonus should be doubled. I would like to see this bonus, set of tax, be applied to share purchases at market value. And I would like those shares to be made available to investors.

A CEO should also get only an initial stock option on becoming CEO, as option he can exercise five years later. After the initial option, the rest is shares purchased with bonuses because the executives' main incentive. That way, if a CEO lives on the base salary, he or she will also set an example is alive in the company. That base salary should rise with inflation and with demonstrated leadership based on long-term results.

What is needed is to have more direction

shareholders take risks, but it more and more appears that CEOs do not. Look at executive compensation and compensation on the CEO. Compensation documents now clearly show that share options do not decline in tough years when lower earnings hit shareholders. Many companies with huge losses still manage to pay hefty bonuses to the CEO. Pension plans are increasingly lavish, and, besides, there are now stock options that allow CEOs to get options on no less than \$1 million or \$1 million of market value.

Moreover, where shares are purchased with company loans, these frequently require either no or party interest. And if the shares are depressed as in the case with the Toronto-based Bell-Group, shareholders shoulder the burden in the executive loans are forgone.

What risk does the CEO take? If the company is taken over, he potentially has a golden parachute, a large severance package, or both. If he fails, he gets a bad and "golden handshake." More often than not, he and his key executives in one of less well off than the most four officers in the executive body. So much for a team effort! How would you like to work like a dog and your boss paid three times what you get? But that distortion is most in that CEO are shareholders' most or no take-overs when they are no consideration of potential financial risk.

When a CEO wants more money, he hires a consultant who claims that to attract a good CEO you must be "competitive." Thus, a company that does not even earn the 10 per cent earnings-based rate after tax on its money can end up paying its CEO as much as a firm that earnings 10 per cent return and has a net after tax return 30 times higher. When things go both executives are concerned on the theory that if no otherwise would hurt morale, and people have to work harder to incentives CEO compensation highly complex, usually because of the consultants—who get high fees. Report what the CEO wants to hear.



**Jaroslawsky: CEOs must share the same risks and rewards as investors**

less. In my experience, argue for the shareholders, especially not those who are CEO shareholders or are born to earn on the board. The number of directors who are truly trying to minimize the shareholders' part of the picture are few and far between and, in my case, are frequently outvoted.

How do I CEO should be compensated? In the world, but only when the company earns a great return for the shareholders. Thus, there are no reasons for an executive salary, no more than like a tax on excessive dividends. Once a fair return, say the return of a 10-year government bond plus four per cent for risk, as earned by the entire company, a bonus

who either represent large shareholders and/or are required to have large shareholder themselves—not people with no or only minor holdings. I have made it a point to own large amounts of shares of almost every company on whose board I sit. Also, I believe that CEO compensation should be far lower than that of the other top executives in the company—not head and shoulders above the crowd.

It is true that shareholders and their representatives address the North American problem of executive arrogation of their assets by CEOs and slush funds of directors. It is true that CEOs are no longer the main shareholders rather than in many isolated instances. If our companies see to be run effectively, it is true that the board and CEOs share that experience and set that example. □

# Tolerating zero

*Freezes and rollbacks hit the salaries of Canadian workers*

David and Dolores Steven belong to a union that may have set a record for tens of thousands of other Canadian wage-earners—but as far as the Stevens are concerned, it's a bad one. The couple were two of the 7,000 members of the United Food and Commercial Workers Union employed at Canada Food Mart supermarkets in Ontario who returned to work in February after a bitter three-month strike. Their union, from that date, a \$1,250-a-hour wage cut. But Derek, 33, earns \$14,627 as a supervisor, and Dolores \$15,000 a year, as a night supervisor at a Miracle-Swiss in Toronto. Dolores, 31, earns \$12,711 as a senior food co-ordinator, and another Miracle supervisor—without pay—that price of bacon on the shelf matches those in the store's computer system. Derek does not utter words when describing the cutback. "I think it worked," he says. But the couple bought a house two years ago and are inspecting their first heating October. And while the Stevens and many other Miracle employees were up about the agreement, 75 per cent of the members voted in favour of returning to work. "But the people couldn't afford to stay on," Dolores Steven says. "We know times are tough," he adds. "The company took advantage of that."

The Stevens' situation is becoming more common every day. Although the Canadian economy officially declared the recession over in January 1992, and employment is on the rise, few Canadians have seen much evidence of a recovery yet in their paycheques. On the contrary, according to the federal ministry of human resources, the average annual wage increases in union contract settlements have declined from 3.1 per cent in 1981, to 0.7 per cent last year, to 0 per cent in February—the lowest since Ottawa began collecting such data in 1976. The February figure was bolstered by a 0.4-per-cent average yearly increase in public sector settlements. In private sector contracts, the average was a 0.3-per-cent wage reduction. And most experts forecast that the margin in crimes—and deaths—will continue.

In a survey of 425 large employers conducted last month, the Toronto-based consulting firm William Mercer Ltd. forecast

that wage increases would average 2.6 per cent this year. The second inflation rate, not counting tax increases or corporate price reductions, is still about 1.5 per cent. Mercer consultant Gary Hammer said that, "If you're getting less than a 3-per-cent increase, you're falling behind."

So far, one of the few strongest forces hold-



Babs is in her Nova Scotia shop cutting hair on kids

ing down incomes across the country is the spread of wage freezes in the public sector. While they acknowledge that governments are strapped for cash, many civil servants feel that they have been singled out unfairly. In Saskatoon, the city's chief librarian, Sandra Anderson, says that her budget, including the salaries of the library system's 300 employees, has been frozen for the past three years. She said that that is particularly frustrating for library staff because they are all working harder to handle a 15-per-cent increase in lending activity since the beginning of the recession.

But the fallout from the wage freeze and rollbacks by both governments and unions affects many other Canadians who work in retail and service jobs. Margaret Bubley, a 35-year-old hair stylist in Lower Sackville, N.B., says that her customers have less to spend than they used to, and that, in turn, has put a dent in her day's earnings. Babs works in the 7s Company hair salon in a shopping mall in Lower Sackville, 20 km north of Halifax. Her husband, Ray, is an oil田 mechanic, and the couple have three children. Although Babs declines to disclose the couple's combined income, she says that it's declined a little in recent years, and she explains why: Her salon charges \$62.95 for women's haircuts, and \$17.75 for men's, the same as it does for the past two years. Even before that, though, Babs says, her customers began cutting back on haircuts. "People began as perms and color highlighting," her husband has suffered through a similar slowdown in his business. "Meanwhile, our bills have increased, our taxes have increased," Babs said.

Despite the diminishing purchasing power of their paycheques, Babs says that most of her customers who are working are happy just to have a job—and to risk it. "People down here are saying they'll cut wages or they'll take 10 per cent of employees," Babs said. In other regions and sectors of the economy, the story is similar. And until the recovery looks into higher gear, most Canadians appear to be so used to price-cutting by demanding more.

JOHN DAILY

# Business NOTES

## POOR RECEPTION

A court battle erupted over control of Vancouver-based broadcast company, Inc. Western International Communications Ltd. The dispute pits the Allard family of Edmonton, which controls Canadian Holdings Ltd., against the Gertler family, which controls Inc. Gertler filed a petition in the Supreme Court of British Columbia, objecting that its unsolicited takeover bid for Inc. triggered a provision in WIC's bylaws to do most of negotiating stock into voting shares, and that its \$11.6-million bid was unfairly blocked.

## NEW LISTING

The Bank of Montreal will be the first major Canadian bank to have its shares listed on the New York Stock Exchange. It plans to apply for a listing this summer and the stock could be trading in New York by September. The Bank of Montreal hopes to raise \$200 million of its profits in the United States, where it already has a presence through its subsidiary Harris Bankcorp Inc. of Chicago, by the turn of the century.

## A FOREIGN AFFAIR

Foreign investors boosted their holdings of Canadian securities by \$2.46 billion in February, according to Statistics Canada. In January, net purchases by foreigners totalled \$5.75 billion. For their part, Canadians set big buyers of \$1.48 billion of foreign securities in February.

## ATTENTION ALL SHOPPERS

Capitol Fairview Inc., a real-estate investor interested in buying a stake in the struggling west coast empire. The Toronto-based company has hired investment banker Scott-Matthews Inc. to "locate strategic investors" and is preparing a share offering that may help to restructure about \$675 million of the company's \$8 billion debt. Capitol Fairview owns all or part of such businesses as Vancouver's Pacific Centre, Whistler's Princess Plaza, and Victoria's Eaton Centre. The company recently hit breakers in February that it was in default on a \$1.4-billion loan because of the declining value of its assets.

The province's operating deficit for fiscal 1993-1994 was \$272 million—\$410 million lower than the previous year and about \$25 million below the government's projection. This year's deficit is expected to total \$281 million.

## A CRUDE CRUNCH

Imperial Oil Ltd. embarked on a cost-cutting drive that could result in the loss of as many as 600 of the 2,400 employees in its Calgary-based resource division. The division lost \$7 million in the first quarter of 1994, revenues of \$465 million, and it recently announced a \$10-million cut in its 1994 capital spending budget.



Nova Scotia Premier John Savage leaving the legislature with guards in attendance.

## Budget day blues

A angry construction workers surrounded the Nova Scotia legislature in Halifax, interrupting the release of the province's latest budget. The uninsured workers were famous when a recent provincial decision to allow uninsured workers on uninsured construction sites. Finance Minister Bertrand Boudreau was unable to complete his budget speech because the Speaker cancelled the session when the main march swelled into the legislature building. Boudreau had to deliver his budget to the house clerk, who declared it officially tabled. That action, in turn, enraged Opposition members who argued that the Speaker could have called for a brief recess while order was restored.

The province's operating deficit for fiscal 1993-1994 was \$272 million—\$410 million lower than the previous year and about \$25 million below the government's projection. This year's deficit is expected to total \$281 million.

In the budget, which aims to cut spending and to bring about Nova Scotia's first balanced budget in 30 years by 1997, the government introduced wage rollbacks in the form of a 10 per cent cut for about 40,000 public-sector workers. Besides Nas 1, wages and other benefits, such as insurance premiums and pension payments, will be cut by three per cent for government workers who earn more than \$25,000 annually. Boudreau plans to cut losses by about \$50 million from a part of getting a tax break to \$50,000. Nova Scotia is making less than \$50,000 a year. He has also accepted a two-per-cent transfer tax on houses worth more than \$100,000 and introduced a \$600-a-year program designed to help first-time home buyers. The Nova Scotia Department's \$1.3-billion budget, however, was slashed by \$60 million. The government has already announced a health-care reform program that will close hospitals and cut doctors' payments.

## Confederation life line

Canada's third-largest life insurance company, Confederation Life, has concluded a deal to improve its financial condition through an alliance with Great-West Life Assurance Co. of Winnipeg. Confederation Life has been under financial pressure recently because of losses in its commercial and real-estate investments.

Under the proposed deal, Great-West will buy at least 37.5 million worth of preferred shares in Confederation Life. Confederation, which has \$11.3 billion in general assets, and \$14.2 billion under investment management, plans to sell its North America group life and health insurance businesses to Great-West, which has more than \$20 billion of assets under administration. Great-West has the option of purchasing them. The proposed alliance is subject to approval from policyholders and regulators.



# Giving capitalism an obscene reputation

BY PETER C. NEWMAN

**A**s Canada's annual balances continue to deteriorate, it has become obvious that more and more of the nation's top economic institutions will have to be supported by the private sector. That's why it's doubly absurd that recent disclosures of Canadian executive salaries brand most of the men (and a few women) who command the country's major business enterprises as selfish brutes, collecting obscenely swollen pay packets that have little connection with the success or failure of their companies.

While blue- and white-collar workers are being asked to forego raises or to cut back their incomes, many of these bosses keep raising in size and more dollars. Apart from the dismal effects of this trend, the fact that compensation is often uncoupled from real performance means there is little incentive for higher productivity, no motivation for our industrial leaders to try harder.

Alas, the appears to be true.

No Canadian company whose executives seem to actually add value suffered a major loss-making downfall than Royal Trust, which went from ranking among the country's highest-rated financial institutions in virtual bankruptcy to 20 over the last Harkness Macdonald, the chairman of The Royal Trust board who presided over this self-inflicted carnage, was handed a combined salary, bonus and severance package of \$10.9 million for 2003, when his collapsed company was folded into the Royal Bank. Although Royal Trust's senior executives had boasted in the good years that their compensation was tied directly to their sterling performance, what they managed to do during their once-great enterprise into the ground, they were rewarded for the losses they had taken. In fact, given the sharp cut in their salaries, it's hard to collect hefty bonuses.

Similarly, Marie-Madeleine Léveillé, the real estate firm Branderup Ltd., was paid an impressive \$971,225 in 2003, the year her company lost a brewing \$80 million.

**Those who command the country's major businesses earn swollen salaries that have no link with their successes or failures**

The 22 rocket scientists who run Hamilton's Dolanco Inc., which once was the pride of the Steel City, awarded themselves \$4.3 million in salaries and \$1.6 million in bonuses in 1999. That was the same year the stockholder had to write off \$17.2 million as a result of the same executives' decision, two years earlier, to buy Seal-Mate, Inc., its debt-ridden Alberta-based Corp. Ltd. (Japanese steel executives regularly comment unfriendly for losing a quarter as much) was rewarded for losing money so that paid a scale is particularly revolting, because at the same time its executives were collecting huge bonuses, Dolanco was laying off hundreds of its full workers and other employees as part of its cost-cutting measures.

A Canadian Pacific Ltd. which has been able to weather past economic downturns, chairman and CEO Bill St. John was paid \$110,305 in 2000, a 31 per cent increase from the previous year. Although his company's profits were down 12 per cent, more recently, CP has been making solid gains, even though the firm that while Canadian Pacific's balance sheets continue to frown with red ink, its losses are getting smaller. In 2003, he received \$619,808 in bonuses as

top of his \$605,000 salary (up by \$31,000 from the year before) for a total of more than \$8.5 million—just for reducing Canadian Pacific's annual loss (presumably caused, at least in part, by his own decisions) from a disastrous \$408 million to a disastrous \$100 million.

Meanwhile, Viatex Corp., the profitless Buffalo, N.Y.-based remnant of the agricultural implement empire Manley Ferguson since Canada's mightiest and most profitable manufacturing enterprise, paid its chairman Victor Rie with more than \$1 million in annual compensation for the 2000s, a decade when it lost more than \$100 million. Although his failing enterprise had been saved by his pay-off-favoured backdoor from Ottawa and Quebec's Puds, he earned Viatex's bonuses twice across the border. That way their salaries are paid in American greenbacks.

Some of the most obscene involve the pay packages executives are able to negotiate even before joining a company's payroll. Stephen Stepanek, who joined The Seagram Co. Ltd. of Montreal as an exec vice-president in 1992, was given a sign-on bonus of \$800,000. Stepanek, worth at least \$5 million at the time, in addition to a annual salary and bonus package of more than \$1.2 million. Stephen Bachand, who joined Canadian Tire Corp. Ltd. in March, 1995, was handed a starting bonus of \$1.8 million (plus his \$1.2 million in annual salary and bonuses), not to mention a \$1-million to invest directly to purchase a house, and stock options worth \$3.1 million. The key is still out on his performance.

There are exceptions to this style of un bounded greed, of course. Paul Desmarais, founder and chairman of the mighty Montreal-based Power Corp. of Canada, got himself a healthy raise to \$1.66 million last year, though his base earnings were a healthy \$200 million. The executives of a few companies that have fared badly in the recent recession were compensated enough to decline bonuses in 2003. Compensation in this small field were net for chairman and CEO Red Wilson as well as David Julyan and David Gallopin of Toronto Corp., which owns The Toronto Star and Maclean's books.

Sometimes getting out of a bad executive is more expensive than keeping him. When Paul Stern stepped down as CEO of Northern Telecom last year, he left with \$194,112 for two months of employment, a cash compensation package totaling \$9 million and worth \$1.5 million in stock options. The Keystone Corp. that almost deserved in drowning Hamilton's once-prideful Doctor Inc.—Jones Stern and Raymond Poirier—collected a combined \$1.9 million in salaries and bonuses for 1999, even though they left at the same time 1,200 salaried employees were laid off.

This lavish tally is not only bad for shareholders, it's bad for business. If only half of any vaccinated private sector aren't careful, Canadian will soon begin to realize their robust ranks as much as those of the politicians.



## PEOPLE

# Inside the tube

**S**he never went to university, but Laurie Brown has had an education that many would envy. She earned her TV degree as host of the immensely syndicated show *The New Show* in the 1980s, and then as a young star *Macbeth*. Now, in her new book, *Death Without College*, the 37-year-old Torontoan recalls her encounters with such pop-culture icons as Mel Gaggen, David Bowie and Kate Bush. She offers us another look at how TV can make 'n' roll. "I think this is kind of my memoir, my life as a girl and my career players," Everybody has an opinion about television, says Brown, who is arts reporter with CBC's *Frontline*.



## Healthy servings of a good cause



## St. Patrick's way

**Y**ou gotta play hard," the old sports adage goes. And Montreal Canadiens goalie Peter Milner took that credo to heart, playing four of seven playoff games against the Boston Bruins while suffering from appendicitis. His mother, Barbara Miller Bay, had little doubt that he would be at the game—but not for long. A former competitive swimmer and coach, Milner Bay says she recognized her son's fighting spirit when he was 8 and a member of a Quebec City

swim team. "He didn't really enjoy swimming," she recalls. "But when he would go to a competition, it was like he was in another world." On April 21, Milner Bay was with her son at the pool, at a Montreal hospital for orthopedic treatment, watching him swim. Later, "He couldn't even lie in bed," Milner Bay says. "I knew then if he could play on Saturday night, he would." And he was back on April 23, stopping 38 shots in Montreal's 5-2 victory. Bay, 50, went on to have 500, 5,000, 50,000 shots and living up to his nickname, St. Patrick. Although the Canadiens crumpled in a disappointing seventh-game loss last week, the competitor from Quebec will still do his team—and his mom—proud.

Matthews of Trinity  
College in Toronto  
had key role  
in the life of Jesus



# Keeper of the faith

*A female bishop tackles a church in transition*

Jesus... was troubled and grieved, and distressed, and said, Verily, I say unto you, that one of you shall betray me.

—John 13:21

**S**unshine illuminated the Gothic chapel at the University of Toronto's Trinity College, and the fragrance of incense filled the air. It was Holy Week, and about three dozen diverse students had gathered for an afternoon of prayer and meditation led by Victoria Matthews, 46, who in February became Canada's first female Anglican bishop, and only the fifth in the world. In her opening remarks to the students, about half of them women, Matthews discussed the challenges they will face as priests at a time when organized religion is in decline. And she spoke, simply but powerfully, of betrayal. In the gospels, she noted, Jesus is betrayed by Judas, a trusted and beloved follower. In contemporary Christian churches, however, leaders have occasionally betrayed their followers through unusual, unethical and sometimes criminal conduct. In the words of "many,

many people in the church today," she said, "Judas is more likely to be a priest than anyone else. That is the reality we live with."

And the peace and tranquility of a sobering chapel, such places often seem oddly remote. But in the highest ecclesiastical levels close in the Anglican Church of Canada, Bishop Matthews is now painfully aware of the challenges of leading a Christian institution into the next century. The Canadian Anglican Church has about 500,000 members, down from 1.1 million in the early 1970s. The decline in membership has led to funding shortfalls, a few church closings and cutbacks in several church-sponsored charitable programs. As well, there have been sex scandals involving church officials and controversy over the 1991 dismissal of a Toronto-area minister who admitted that he is a practicing homosexual.

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White Canadian Anglicans is beset by a number of perplexing

problems, the 400-year-old Church of England, the parent organization to living a half-dozen revivals within its walls over the ordination of women. Last month, following years of debate—and almost two decades after the Canadian church began admitting female priests—the Anglican church ordained 27 women. Close to 600 male priests recommended conversion to the Roman Catholic Church. And then came more departures. A group called Forward in Faith claims to represent 1,000 priests opposed to female ordination, though not all will leave. The church has generated anger bordering on hysteria. "I can't see how a woman can represent Jesus who was male," said the Rev. Anthony Neary, a priest from central England. "I would burn the Bloody Bibles."

Canadian Anglicans, by comparison, have accepted female clergy since 1975 with barely a ripple of protest. Slightly more than 30 percent of its 3,275 priests are now women. Matthews, who was ordained in 1978, and that she has followed a vocational path typical of many female clerics. She first served as an assistant curate at a suburban Toronto parish, then, in 1983 became rector of a rural parish with two churches in Georgia, a town north of Toronto. Four years later, she was given responsibility for a well-established Toronto parish. Last summer, following the retirement of two of the five area bishops who serve under the Bishop of Toronto, Terence Farley, her ministry took an unexpected turn.

In the Anglican Church, bishops are elected by the clergy and laity who make up the synod—the governing body of each diocese. Matthews was one of 10 priests nominated, but she was initially reluctant to stand in last November's election. "I felt called to be a priest," she said. "Choosing the bishop was the last thing from my mind, yet it's contrary to the whole notion of vocation. I retired priests, a friend of mine, put it very clearly. He said, 'It's like the Holy Spirit you've been dealt, and it's not you that chose anything in particular. But you can't undertake with the powers. You just have to be obedient to it.'"

The chapel at Bishop Strachan School, a private Anglican-founded institute for girls in the posh Toronto neighbourhood of Forest Hill, is a smaller, more modest version of Trinity's church. It has a simple Gothic interior with high, vaulted ceilings, and walls of stone. Starting in Grade 7, students begin each school day with a chapel service that usually involves singing hymns and reciting prayers and psalms. Matthews, the youngest of the four children of a Bay Street lawyer and a housewife, attended the school from kindergarten through Grade 12, and it was there she discovered Christianity.

She was most deeply influenced by the school's chaplain, the Rev. Canon Ian Bayley, who led the daily service and taught history and religion studies. "He challenged us to take seriously what it meant to be a woman who was called to follow Christ," she recalled. "We said there's no reason why women can't be priests... even though it was years away. He was an incredibly gifted man, who loved literature, history and the whole academic enterprise, and he was a deeply committed Christian." When she was ready to enter university in the early 1970s, Matthews says, she considered medical school and several other options, but felt compelled to study theology.

At the time, Canadian Anglican bishops were debating female ordination. According to some church historians, they were much more receptive. Then their counterpart in Britain because women had played significant roles in developing the church in that country. Rev. Alyson Bennett-Cowen, environmental officer at the church's national office in Toronto, says that during the first half of this century women

known as "bishops" messages set up parishes, built churches, tend the sick and performed many other precisely functions in isolated, rural Prince communities. Priests visited periodically to administer the sacraments, she says, but the church did not have enough ordained ministers in 80 parishes in remote areas. "Some of the bush areas who participated in the debates had been shaped by these women," said Bennett-Cowen.

Within the Toronto diocese, Bishop Matthews is regarded as a progressive woman priest. "She has been criticized for being a progressive," says Rev. Robert Rector, a layman in a general call to Trinity College. "But that may be why she was chosen as a general call by the synod. The role of a bishop is to listen to various voices." Matthews believes that the public debate over the role of women in the church much of it occurring in the media has been overemphasized. She says that contemporary women are simply reaping the authority and influence that their predecessors held in the earliest days of the Christian church. "Time and time again in the gospels, you find women who play key roles in the life of Jesus," she said. "Yet we have all these stories about women finally becoming accepted and achieving a voice. I don't think we're breaking new ground."

In any event, the most pressing issue facing the Christian churches is the very survival of the faith in a secular, and increasingly secularized society. Matthews says that she sees a spiritual hunger among Canadians, but many are turning to Eastern religions, or New Age movements, rather than Christianity. "It has become more and more difficult to be a Christian. Yet alone, a Christian leader," she said. "The challenge is that we have a vision that other people will share. The vision has to be that following Christ can transform lives, and give meaning where there's been emptiness."

There are, as well, a host of earthly concerns that can make life miserable for a contemporary bishop. Toronto's Cowen says that bishops have been used for "strategic dismissed by former priests, and have become uninvited in legal disputes with parishioners over church closures. Rev. Alan Timchak, bishouness at Bishop Strachan, has had a mandate at the school since 1986. Cowen, however, says that bishops must frequently speak to the differences between conservative church leaders who won't ordain women and progressives who believe the church must change to appeal to contemporary Canadians. "Sometimes you can't please everybody," said Timchak. "I often think I didn't lose the election, I was defeated. It's a very difficult job being a bishop, very difficult."

Several months after her election, Matthews admits that she is still adjusting to the new demands of the job. She is responsible for 43 parishes located in the Toronto area communities of Etobicoke, Mississauga, Brampton and Caledon, and has more than 50 priests working under her. She lives alone with her dog, Zeus, in a rented, two-story, executive-style home in an affluent neighbourhood of Mississauga. Matthews, after moving in, she is still a speech geek, and trying to find time to hang her pictures. "When you're a priest, you're called to a lifestyle that is more than a job," she said. "You work very, very long hours. You can never say, 'I'm taking time off' and be totally invisible." And life as a bishop, she is finding, is every bit as demanding.

*'The challenge  
is to have a  
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# The common touch

A colorful publisher stirs the pot in P.E.I.

Jim MacNeill needs no expensive surveys to know what readers think of his newspaper. Whenever the crusty old Fisher walks down the street to his newspaper, *PEI*, enters a coffee shop or orders a pint at the local legion hall, he meets not just the people who buy it. The *Eastern Graphic*—the flagship of his small-town paper chain—has also the establishment figures who are regularly published in it. Occasionally, a little distance would be nice—like the day in the early 1980s when one east-end reader grumbled to Fisher by the short shrift and another went after him with a shovel. Usually, though, MacNeill wouldn't have it any other way. "I've always thought of the newspaper as a mirror reflecting back what's going on in the community," he explains in tones that still carry traces of his native Scottish Isle of Barra. "Sometimes them may be some shifty characters. Then it's the paper's job to reflect a little light into them."

That's a credo fit for any newspaper. Actually, the 58-year-old MacNeill does more than that. At a time when many big-city dailies are cutting staff and experimenting with pay-as-you-read, his paper is a consistent profit margin. The editorial, however, MacNeill has had his troubles. In February, he launched his newest publication, *The Farmer*, an agricultural monthly distributed across southern Nova Scotia—go with his other "comfortably profitable" newspaper, all weeklies or monthlies. And as Barron Moore, a journalism professor at the University of King's College in Halifax, put it, "His newspaper is living proof that you can make money without sacrificing quality." In this, *The Fisher Graphic* was a forerunner: in the previous year, Michael Hines, a journalism professor at the University of King's College in Halifax, put it, "His newspaper is living proof that you can make money without sacrificing quality."

"It's like the edge," he says.

Award nominations. With their mix of sponsored columns, investigative pieces and very human-interest stories, they reflect that "independence," "style," says old friend Dennis Ryan, a Halifax investment adviser and newspaper "loss that is a thrill, tremendous Halifax beat personality."



MacNeill (right) making the rounds in Moosagway: "You have to get out in the community."

There is no mistaking the former British army's roots. A Gothic speaker who loves music Hall & Oates' "Kiss on My List" and has MacNeill's last, he landed on Torbay in 1958 and moved to the island two years later after seeing and marrying Charlottetown native Shirley Nicholson. He worked first as an ad salesman and then as a reporter for the *Saint John Journal-News*. Then he was bitten by that fatal newspaper bug, the desire to run his own paper. In 1982, he set up shop in Moosagway (current population 1,800), a bustling little community on the island's eastern end.

The early years were "up and rack," he recalls. With MacNeill working seven days a week selling ads and writing articles, and Shirley doing virtually everything else, the *Eastern Graphic* survived two fees as well as all cancellations by businesses and governments injured by controversial media. "The people in power," he recalls, "just weren't used to seeing themselves criticized in print."

Today, the *Graphic* boasts a weekly circu-

lation of 6,100—and MacNeill still knows how to annoy the powerful. "Not everyone is happy with what he says," allows Patricia Melia, the island's Tracy leader. "But that is the way the system is supposed to work. He has a tendency to ferret out issues which bother ordinary people." In fact, rarely does a civil servant's name appear in an paper with out a salary slash. Last August, after his prominent Island lawyers received occasional discharges from assault charges, the *Graphic* began running a front page "round case book score," which listed the number of people fired or jailed for similar charges. And MacNeill's 10 column columns on last year's annual of an RCMP corporal after the death of a Charlottetown teenager were denounced in a speech by the province's chief of justice—and demanded for an Atlantic journalists' model.

## SPORTS WATCH



# The great myth of the batted ball

BY TRENT FRAYNE

*Nothing's a baseball—It's not a thousand bases—in the angle most difficult thing to do is a spot.*

—longer Boston Red Sox star Ted Williams

It is now, in springtime, with such regularity or predictability as Patrick Reilly and Ed Bellamy and Mike Vernon prelecting their favorite rags that Williams's words come floating back, the voice of one of the all-time great hitters giving birth to one of the all-time great myths. Although only a year out of a century has gone since Williams put his name to this fantasy, it persists among a heretic's stable of Americas in a country where bases over baseball is rampant.

Yet rarely do men of sound mind or practiced eye is prepared to dismiss the task of a baseballer mounting a club above that of the poor devils in these little paper cells. One night in late April, performing typically, the reprobate Reilly with a masterly aplomb yet, lined up 30 shots on Boston's Fenway Garden, as his Maestro (maestro) they ought to be called had demanded—though to a 21.1 score.

Then, not for the first time, he approached for *St. Louis* and gathered every angle—though, in truth, usually a least turbulent degree from the dazzling Heywood field right at Boston's Garden.

Such is the unquestionable evidence joined the Establishment? "Hordly," bristles MacNeill, who has sponsored requests to run from every major political party on the island. At his *Graphic*, "he's still unaccountable, playing crazy with those people who hold the levers of power." In truth, he stays close in the common folk, chattering with some 50 people a day in his personal quest for the next scoop. "I tell my reporters that you have to get out in the community into the coffee shops, the bars and the political meetings to find out what people are talking about," he says. "I think the big dailies have forgotten that." MacNeill's success is a refreshing reminder.

The remarkable thing I see as a physicist is that these guys can hit the ball at 100," Dr. Dennis Johnson, chairman of the physics department at the University of Technology, graphs as he contemplates the existence of a human being actually striking a thrown baseball with a stick of wood.

"The remarkable thing I see as a physicist is that these guys can hit the ball at 100," Dr. Johnson says at *The New York Times* of last March 27. "A batter has to judge the location and when the ball will be at a particular point at a particular time with incredible accuracy. And he has to do it in a remarkably short period of time about 0.6 seconds against a fast major-league pitcher."

Indeed, Ted is the most recent batter to produce a .400 average (.400 in 1941). Still, his critics used to taunt him that even if a baseballer was a champion 200 batter he was going to fail in his job seven out of 10 times, and Ted, who lived in that other occupation much that way, would be tolerated.

His protestations, however, do not hold up under a daily scrutiny of the box scores. How can it be hard to hit a baseball when the Blue Jays can score 10 runs in the 12th and ninth innings to grape a 359 lead on the California Angels and then pour seven runs to the Angels in the bottom of the ninth to force the extra inning? How can the 19th best Senators City 23-13? What of the Braves patterning the Cols 13-6, the Dodgers besting Pittsburgh 13-6, the Blue Jays oulging the Oakland As 14-9? Each of those results assuaged sports-page readers during April, and in all of them the batters were surely having their way with "the most difficult task in sports."

Still, how can I, a body writer, maintain a preoccupation with the subject? I like Ted. I like The Thompson, the Kid, or Spudsy. I like Ted Williams, West, what they were of *Young Lee Jones*, the man who was a Hollywood Oscar in the best supporting role in March? *Tommy Lee* recently filched the name *Gold of Louis*, where *Ty Cobb*, the baseball legend, had lived. *Tommy Lee* was interviewed by *Lillian Rose* for a *New York* magazine piece in which he explained how to hit a baseball, following careful research into the great Cobb file.

"It's a lost art," *Tommy Lee* tells *Rose*. "Ever since Babe Ruth started hitting home runs, the art, the art and the science have been lost. You see, the art is a word, a magic word." Here by pieces *Rose* writes, and swings a mallet stick he is carrying. "He was Ty Cobb, getting his face." *Rose* writes. Then she quotes him: "Hitting's baseball is really very easy. You can't force it. You can't overplay it. You can't push it. You let the bat do the work. It's all rhythm and flow."

So much for *Ty Cobb*. As for the Michael Jordan baseball, the man himself provided the answer in his *White Sox* interview, about how this physiologically he is not and will never be "in the zone" of the dream. "I never approached," he said, "the ball in my hand with art for ever, like the old field."

Fortunately, he was born out to the *Class A Birmingham Barons*, where he went 0 for 10 in five at-bats in his first two games in the Southern League. Then, resounding in *Arch*.

Even so, the Williams myth endures. A man named Dr. Foster Johnson, chairman of the physics department at the University of Technology, graphs as he contemplates the existence of a human being actually striking a thrown baseball with a stick of wood. Ted does have something.

No doubt about it, in his time Williams was special and iconic. In his 23 years of professional baseball, "I went to bat about 5,000 times, and every trip to the plate was an adventure," he penned in *The Science of Hitting* in 1971. "I honestly believe I can recall everything that was known to about my first 300 home runs—why the pitcher was, the coast, the pitch itself, where the ball landed." And in every bat of the Blue Jays' John Glavin

JOHN DEARNOTT

# Home on the range

*A city dweller adapts to life on a ranch*

**THE PERFECTION OF THE MORNING**  
By Shona Butala  
ChapterBooks, 221 pages, \$22.95

based on his research and discovering that the local life of the open range brought back such memories of her early childhood, an a Saskatchewan farm.

But her adaptation was not easy. The initially wary wife of Butala began to feel lonely and confused. She confided her problems not to her kindly husband, but to her journal. In many ways, *The Perfection of the Morning* is about that initial response to her desire to change their family's rhythms and move them into the fabric of her life. In the process, she discovered the her choices were also part of nature—part of a larger, complex presence that involved the people as well as her own inner life. As Butala points out, this is very close to what many people have believed for centuries: the chosen couple has a crucial relationship as the代言人 of the prime. But are they and they see in a kind of dialogue with each other. But is a give—very curiously—that when this dialogue is broken or shut down, there is no longer a sense of the divine.

*The Perfection of the Morning* is a book of the leadership and keen-eyed powers of observation of her earlier books, but its philosophical reach it goes well beyond them. It is one of the most perceptive and moving meditations ever written by a Canadian on the mysterious and often misunderstood presence that we call nature.

To Butala, a city dweller since adolescence, nature had meant only the occasional picnic or a pleasant sunset. But deeply transplanted to the ranch of her husband, Peter Butala, she found herself re-invented as another, more daunting reality. Her neighbours lived miles away. Her husband sprang back at his time following the call as a herdsman. Hence, while only child (a teenage son) had remained in the city with his first husband, Peter had to choose between staying, adapting, or in a tenth year at running the world of nature to a degree she had never imagined. She chose the latter, riding out with her hus-



Shona Butala: a perceptive, moving meditation on the mystery of nature

band on his ranch and discovering that the local life of the open range brought back such memories of her early childhood, an a Saskatchewan farm.

In her thinking and observing, Butala came

to realize that nature is not simply an object for scientific study, or a presence capable of changing over time, the very personae of those who can open themselves to it. Butala found that openness in the reactions of her own body that could sometimes not be communicated in words, let alone in her chosen journal and in her dreams. She began to dream of animals, a large owl that wanted to cover the house around her with a white canopy that confounded her with a wounded paw. Another dream of a child in a beautiful landscape seemed to resolve "a feeling of the perfect peace and benevolence of the universe."

In many ways, *The Perfection of the Morning* is about that initial response to her desire to change their family's rhythms and move them into the fabric of her life. In the process, she discovered the her choices were also part of nature—part of a larger, complex presence that involved the people as well as her own inner life. As Butala points out, this is very close to what many people have believed for centuries: the chosen couple has a crucial relationship as the代言人 of the prime. But are they and they see in a kind of dialogue with each other. But is a give—very curiously—that when this dialogue is broken or shut down, there is no longer a sense of the divine.

*The Perfection of the Morning* ends with a return to the literary source of nature (which remains, unconvincingly, certain feminist ideas expressed better elsewhere) and an author's epilogues as a different strand (towards the land). Such elements certainly have a place in Butala's vision. But the real force of the book is in its description of the life of a wife and mother, developed through the lens of the several landscapes of her inner life. And as she writes with discerning perception, "To discover these truths we don't need to scale Mount Everest or swim across the world or ride up skydiving. We need only go for walks."

JOHN BONHOMME

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## BOOKS

# A literary odyssey

### TRAVELS BY NIGHT: A MEMOIR OF THE SIXTIES

By Douglas Fetherling  
(Liveright, 256 pages, \$22.95)

Born-again fundamentalist, Douglas Fetherling grew up in hell. That was in Abingdon, W. Va., where an alcoholic teacher shamed him with constant verbal abuse. It was the sort of upbringing that frequently turns children into adults at much too early. But as he relates in his trenchant memoir of his youth, *Travels by Night*, Fetherling somehow beat the odds and became a writer—in Canada. The poet and self-taught scholar, now 43, is the author or editor of 16 books, including his much-praised 1989 study, *The Rise of the Canadian Newspaper*. However, *Travels by Night*, with its grace and comic charm—not to mention historical verve—may well be the best of them all.

One of the most fascinating aspects of *Travels by Night* is the way the teenage Fetherling escaped his family. Although he continued to suffer from a writer's and research depression). Inspired by the talk of friends and a visit to Toronto in the mid-1960s, he began to imagine Canada as a possible haven. Canada's "shifting tradition of



Fetherling: 1960s artistic ferment

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anti-Americanism," Fetherling writes, "was one I found especially attractive." Indeed, throughout *Travels by Night*, Fetherling recalls how he made a virtual photo-snap out of anti-Americanism, sometimes with a fervor that was clearly irrational. It was as if he had transferred his childhood loathing for his mother to his mother country.

In 1967, Fetherling, then 18, moved to Toronto where he quickly became involved in the artistic and publishing ferment of that nation-building era. He was the first full-time employee (for \$85 a week) of the House of Anansi publishers, which helped bring such new writers as Margaret Atwood and Dennis Lee to public attention.

The memoir also chronicles Fetherling's adventures in the late 1960s, when he and his friends, a kind of loose-knit opinion crew together to produce a brief and incisive *Issue* of a bimonthly world.

Unlike many of his new compatriots, Fetherling was not shunning his old middle-class family to retreat to the mountains for freelance writing work, lived in basement and nearly starved. But he was young, and his mentor makes clear, he had the guts and talent to eventual triumph.

JOHN FROSTROSE

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## FILMS

# Tales of temptation

**NAKED IN NEW YORK**  
Directed by Dan Alegre

It is odd seeing big-time movie stars in a sex-lit movie. The eclectic cast of *Naked in New York*, a modest first feature, includes screen legend Tangiers Currie, James Bond star Timothy Dalton, Canadian Whoopee Goldberg and sex-siren emcee Kathleen Turner. No bad for a novice writer-director fresh out of film school! But Dan Alegre had a helping hand from his teacher at Columbia University, director Martin Scorsese, who also served as his executive producer. *Naked in New York* is a semi-autobiographical portrait of a playwright as a young man. A move that makes Machismo look like a small town of amateurish neophytes. It recalls the work of Woody Allen. Although it lacks his sophistication, it deserves the same commercial success.

The charming but sexually self-satisfied King Stoltz (as in Jack, a struggling playwright in Cambridge, Mass.). As a student, he falls in love with Janice, played with disarming bluntness by Mary-Louise Parker, and they move in together. But after she gets a job at an art gallery not far west, Woody (as Jack's ego gets boosted)—they batten Ireland. That is the setting for *Brother's Keep*, a quiet but possibly sexually mysterious female intrigues. Farren plays Miss O'Brien, a candle-wick spinner who joins a community of gawping women in a hilltop hamlet.

famous actress (who play themselves), including a scabious William Styron.

Jacobs' romancer suffers more strife when he gets his first break and leaves Cambridge for the Broadway theater scene. A wonderfully baleful Tang Currie plays the off-Broadway producer who stages his play. Ralph Macchio (The Karate Kid) displays a chitinous as Jack's friend, a sexually crassly bold actor. And JJ Coughlin is arousing as his mother. Moseley, Turner, briefly portraying her own faded glamor, plays a smoothly matronly soap star cast in Jack's play.

The story does not add up to much. Like it or not, the film has a shaggy way of its ambitions. But the comedy is witty and well-observed. And with all its unconvincing—from maddening Eric Bana to cross-dressing Queenie Camp—watching *Naked in New York* is like attending a party with a brilliant guest list.

**WIBOW'S PEAK**  
Directed by John Irvin

After making 12 movies with Woody Allen, Mrs. Penruis has found a safe retreat from neoporphism Melville in 1850s rural Ireland. That is the setting for *Brother's Keep*, a quiet but possibly sexually mysterious female intrigues. Farren plays Miss O'Brien, a candle-wick spinner who joins a community of gawping women in a hilltop hamlet.

Stoltz (left), Parker, a party with a bittersweet guest list

With the arrival of Edwin (Natalie Richardson), a glistening young war widow, they finally get something substantial to gossip about. The unattached Edwin sets her sights on the only eligible male, a man's boy named Godfrey (Adrien Brody), son of the local matronish Mrs. Plowright (Dame). She also goes out of her way to stir up a dead with Miss O'Brien, which turns into a scandal.

Ireland's Hugh Leonard wrote the script for Farren and her mother, Marlene O'Sullivan, 10 years ago. Now, Farren has cashed in on the role created for O'Sullivan, while Richardson plays the character intended for Natalie Richardson, who deserves every scone in it, in a delight. But the other actors seem hampered in their little roles. The story, which hinges on a surprise twist, is a precious confection. And despite its picture-postcard setting, the bed-and-breakfast charm of *Wibow's Peak* wears thin.

**WHEN A MAN LOVES A WOMAN**  
Directed by Luis Mandubi

Twelve Steps, the Dick and Jane version! 1. Daddy is an offline pilot. 2. Mommy is lonely. Mommy drinks. Drink, drink, drink. 3. Mommy acts funny. 4. Mommy acts crass. 5. Daddy is perfect. 6. Mommy says Daddy is too perfect. 7. Mommy joins circus group. 8. Mommy loves delinquent group. 9. Daddy finds the cheapo lover. 10. Daddy joins group of people who live with people like Mommy and love her. 11. Daddy leaves. 12. Everyone waits for a happy ending.

In a culture obsessed by recovery, *When a Man Loves a Woman* tries to get us off the right button. You have to admire the chutzpah and perky Mrs. Ryan (she's taking on an acting job that requires her to stick to the depths of alcoholics despair). The problem is, even when her character is chugging a quart of vodka a day, treating her children like dirt and falling down in the shower, she still looks curvaceous and perky.

That is what would be unfair to blame *When a Man Loves a Woman* on Ryan alone. Although this movie is about recovery, it's also about sex, desire, love, and a certain kind of eroticism. The movie is a sex-and-relationship comedy in large-scale, skin-baring, and Michael and Cindy Cusack appear to be the ideal couple. They treat each other like the best friends in the world, and have two young daughters and a 2009. As her only secret weapon, she chooses the body. While she does, will they ever get back the perfect life? Maybe, but it seems to take forever—one step at a time.

BRIAN D. JOHNSON

# Minister in the hot seat



**Michel Dupuy  
is responsible  
for culture at a  
volatile time**

**A**t the age of 34, Michel Dupuy launched two books. He joined the civil service in Ottawa and released his first novel, a love story called *La Soseur et le frère* (Oxford, The Spring and the Place), with a Quebec publisher. For the next 40 years, as an external affairs bureaucrat and a diplomat, he travelled to more than 70 countries and lived abroad for at least a dozen years. His literary ambitions, meanwhile, receded into the background. Dupuy wrote two more novels during the 1950s and '60s, but never showed them to publishers. "At the time, the external affairs department did not encourage its staff to publish books," he says, laughing. "Writing books was fine, they just didn't want you to publish them." Dupuy, 64—since November the federal cabinet member responsible for culture as heritage minister—still harbours dreams of being an author. "The desire to write is something you should carry with you," he says. "I have, for 10 years, written late at night. But ironically one of the first big challenges in his new post involves securing the trust of a skeptical Canadian publishing sector. Indeed, if Dupuy sticks with his plan to write his memoirs after he retires, his skirmishes with publishers may prove to be the set of the thinnest chapters.

The general industry comes to his post at a time when budgetary捉襟见肘, trade negotiations with the United States and a changing technological environment pose more of a threat than ever to Canada's cultural industries. There are growing concerns that, as the global economy and the rapid communications of the global village further erode national boundaries, the country may not be able to preserve its distinctiveness—especially when there is reduced money to share up fragile institutions. But Dupuy, who has degrees from Oxford and the Université de Paris, is optimistic about the future of Canadian culture. "If you look at the past 18 or even 20 years, the growth of the cultural industries has been strong, short of spectacular," says Dupuy, a devoted theologian and open and classical music enthusiast. "They have matured and reached a degree of excellence that is recognized around the world. We have nothing to be apologetic about."

For Dupuy, the key is to come up with "the right policies and right forms of support" to sustain these accomplishments. Certainly, he will

polices designed to increase Canadian control of book publishing. But Dupuy countered that he was legally bound to an oral agreement between the previous Tory government and Pearson. He also pointed to the benefits to Canada that resulted from the deal, including Pearson's promise to deliver 84 million worth of books to Canadian distributors. On April 26, however, the Association of Canadian Publishers (ACP) complained to Dupuy that Pearson may already be violating that agreement by transferring distribution of some books from an independent Canadian distributor, Division Inc., to a wholly owned subsidiary, Pearson Hall Canada. (Indeed, at a press conference in Ottawa last week, Pearson's chief executive, Tom Thompson, announced that no such transfers had been made by his company's Pearson unit.)

Just four days earlier, Dupuy had attempted to put the Pearsonism controversy to rest by speaking to Canadian publishers at their association's annual meeting in Toronto. Tom Thompson had come prepared to suggest measures affecting that industry, some publishers worried modified by his obvious passion for culture. "He's certainly saying all the right things," said Jack Stoddart, chairman of Stoddart Publishing

house books list as the head of a vast, \$5-billion portfolio that employs some 30,000 people. The Heritage portfolio covers a daunting array of responsibilities. The CBC, the CRTC, film and television production, book and magazine publishing, arts agencies, national museums and libraries, official languages, amateur sports, multiculturalism and national parks. Dupuy ac knowledge that his cultural responsibilities alone are far too wide. "It would be easy to get lost if I wanted to be on all fronts at the same time," he says. "But there are windows of opportunity, moments to improve legislation and to argue the supports that need to be given to Canadian creators."

There are several of those moments looming on the cultural horizon, and Dupuy's actions will be closely watched. One will be his negotiations with English-Canadian book publishers, which began in mid-February with Ottawa's approval of the sale of two best-selling publishers, Gran Publica and Canada, and Maxwell Macmillan Canada, to U.S. entertainment giant TimeWarner Communications Inc. The decision, critics claimed, contravened federal

polices designed to increase Canadian control of book publishing.

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and one of the most well-known critics of the Glencoe-Macmillan sale. "It's good to have some of these commitments in culture being reaffirmed. We haven't heard them for a while." However, many editors were not so sanguine, and their concern became apparent during a sometimes tense question-and-answer session following Dupuy's speech.

The cultural community is also unusually worried for Dupuy to take action in another hot spot, the magazine industry. Last year the Federal Tory government set up a magazine task force to look into how to protect the \$30-million sector in the face of so-called splat-mag editions—longer magazines that can offer lower advertising rates to spread "Canadia" editions partly because most of their editorial costs have already been paid in the rest of the country. In March, the task force recommended that, among other things, an 8 per cent excise tax be imposed on the value of advertising in any future splat-mag editions. The Canadian industry is urging Dupuy to adopt that proposal, but it opposes another task force recommendation that creating splat-magazines be scrapped.

Canadian publishers are particularly distressed about *Sport Illustrated Canada*, a splat-mag edition now appearing six times a year and slated to increase to 22 by later this year. The task force proposed that it should subject only the six new editions to the tax. And while the Canadian magazine industry claims that does not go far enough, still an 8 per cent tax and a ban for a magazine with *Illustration* in its name.

Opponents claim this would be a major setback for the magazine industry. "It's not that I like *Splat* riding, but for participants like myself the wide context he has in mind, like also except a doctor, or a parrot, or a priest of the old days, would be able to more people from all levels of society, talk to them and have them open up to you," he writes. "I have heard it very many times." Recently, Dupuy read *Illustration* de pouvoir (*The Advances of Power*), the memoirs of Gerard Pelletier, the astute Labourer who handled cultural issues in the 1960s and 1970s. "My God," he says. "I was struck by the similarity of our objectives." Michel Dupuy's commitment to culture is unassailable. What remains to be seen is whether he can translate it for this season.

DIANE TURNER with ANTHONY WILSON-SMITH in Ottawa

instead of the original two, and by privatizing it to borrow up to \$25 million. And, he points out, he convinced Prime Minister Paul Martin to exempt the Canada Council, the senior arts agency, from cuts outlined in the Liberals' February budget and instead steer a 1.8-per-cent increase to its grants budget beginning next year. Still, the Council had a 10-per-cent cut to its \$95-million grants budget in 2003-2004, and it is still implementing a \$4 million in administrative cuts.

There are other pressing cultural concerns clamouring for Dupuy's attention. This will be a very busy year," he predicts, not least because of an ongoing industry consolidation that promises to be another major cultural concern. In February, U.S. entertainment giant Viacom Inc. took over Paramount, giving it possession of Paramount's Canadian holdings, which include the Famous Players circuit chain. Now several cultural organizations are demanding that, among other things, Viacom sell off controlling interest of Famous Players to Canadians, and that Ottawa draft a film-distribution law that would give Canadian companies greater access to their own market.

But at the same time, some Ottawa insiders are wondering if Dupuy has the power to deliver any new programs he wants to introduce. Although he is no stranger to federal politics—he was an advisor to the leader of the Liberals, Allan MacEachern, and to the Liberals when Prime Minister Jean Chrétien was an opposition—some insiders say that, as a new MP for Laval West, near Montreal, Dupuy lacks political clout. One complaint is that he does not know how to build support for his plans within and outside the party. Meanwhile, some Liberals are already chipping away at their self-appointed status as defenders of Canadian culture.

No one, however, questions Dupuy's credentials as the cultural liaison. Born in Paris, educated at Montreal's exclusive Collège Stanislas before going to various fraternities abroad, including a doctorate in international law from the Université de Paris, Dupuy is a cultivated man. He shares his love of the performing arts with his wife, Michelle d'Allier, a history professor at the University of Ottawa, they have two grown sons.

Commenting on his first few months on the job, Dupuy calls it "a remarkable experience." He says that is life can riding, for his participation in the wide contexts he has in mind. "Like also except a doctor, or a parrot, or a priest of the old days, would be able to more people from all levels of society, talk to them and have them open up to you," he writes. "I have heard it very many times." Recently, Dupuy read *Illustration* de pouvoir (*The Advances of Power*), the memoirs of Gerard Pelletier, the astute Labourer who handled cultural issues in the 1960s and 1970s. "My God," he says. "I was struck by the similarity of our objectives." Michel Dupuy's commitment to culture is unassailable. What remains to be seen is whether he can translate it for this season.



# An Ottawa send-off for Charlie Lynch

BY ALLAN FOTHERINGHAM

**A** bunch of the boys were whooping it up in the wee hours since the other night, and nobody shot the piano player. They were there to toast and toast a bunch of journalists, there not being very many of that breed left.

Charlie Lynch is a bunch of journalists because he has always believed you can never tell who's a good man and a bad man. On D-Day in 1944, Lynch was a young, plucky reporter on the job, following him to the Normandy invasion. On the way to the biggest military adventure in history, he morally plucked away and led the lead in numerous events.

Lynch is now at 78, the undepated dean of the Ottawa press corps and is, for some strange reason, moving to Baffin Island. He has been battling cancer for more than a year. His second wife, Claudy Madie, a far-war Conservative MP, has a new job there with the foot and so the going wanted to say goodbye. Charles got up and played the harmonica and sang an exuberantly in every one else.

Lynch has done it all. He was a congressional deput for Canadian Press in South America. He drank with Hemingway in France, two war correspondents who didn't like one another. In one of his best instances, he found himself running the cash register at a whorehouse in France, the unashamed army boys beating down the door.

He covered the Nuremberg war crimes trials as he covered the United Nations. The other papers he joined in narrowly carrying his dispatches to London all took off and fled to the opposite direction. Right along with his colleague, Frank, he was the first Canadian scribbler who made the jump into the becoming a human being and then a commentator on political affairs. He died of his writer's self-hatred, self-doubts, not pretending to be a drop死海. One of the jokers at a grand Southern News, where he presided for years in Ottawa, was that there were women who claim to have seen him write a column without taking off his hat. He wouldn't know a thesaurus if it fell on his feet.



When James Rosen was Washington bureau chief of *The New York Times*, he found the cacky new Kennedy administration by giving his reporter. He called his and offered this advice: "We were here long before you arrived and we'll be here long after you're gone." Lynch agreed by the same philosophy, but never asked to interview a single prime minister.

The new batch of right-wingers, Permire thinking responses on Parliament Hill does not appear, naturally of aging who drop their pants unapologetically to repeat Lynch as chairman of the lively stage. They may never see the last act, but as far as Baffin Island will see the last act.

Journalists are in no mood these days that James Ian, while verbally, is very close to being declared illegal. I suggest Lynch is free to Baffin Island for free he will be paid in jail. If there is anything fainter in politics today than Peter Mansbridge and his Inform evangelists who claim human rights abuses will change the world, we haven't seen it.

Charlie hopes to make it back to Ottawa for the 50th anniversary on June 6 and, knowing him, he'll find a place somewhere, if not a whorehouse. They don't make them like that any more.

Jens Christie dropped in for a while,

hosting a large flag of beer. (Hello there, writer and Mr. Robert Stanfield) went his regards and addressed an old Paul Martin and a host of others. Herb Green's letter and "Ottawa without Charlie Lynch will be like winter without black flies, rock 'n' roll without The Monkees, hockey without Don Cherry."

Kim Campbell's letter noted, "For Angelopolis Believers, when identifying the source of the word 'trucking,' refers to Charles Lynch, Virginian planter and general who during the American Revolution, headed an irregular court forced to pursue Loyalists."

Ronald Mulroney has commented: "As you may have heard, Mila and I have been kept pretty busy. There is quite a little business in secondhand furniture and our little shop is doing quite well. Mila says the cost, however, is really a drag on our sales, but we told her to stop climbing at me and phone Mila When"

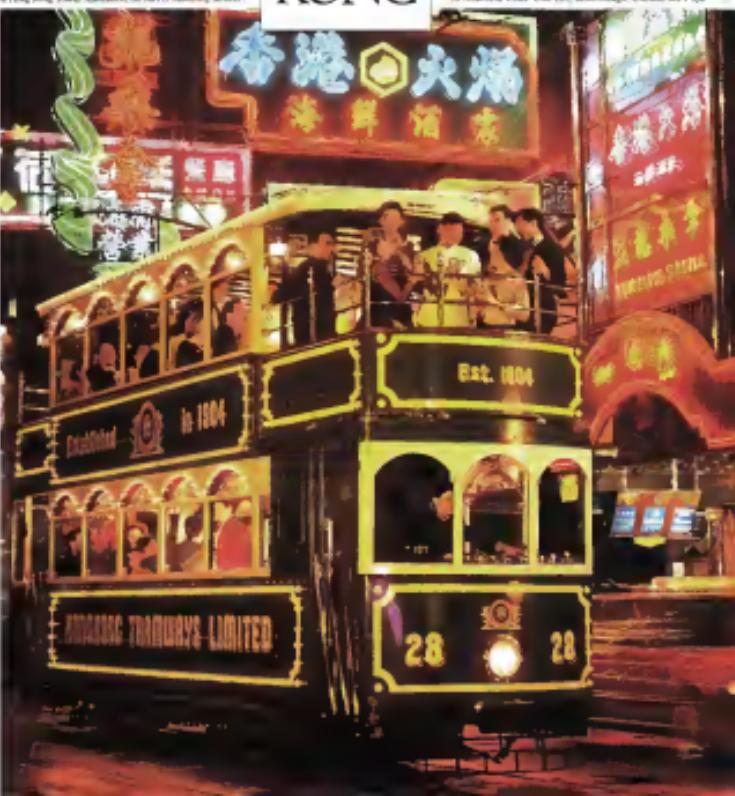
Strangely enough, not a single executive from Southern newspapers where Lynch used to be a thousand years, bothered to attend. He left the largest newspaper per chain in the country, looking and searching, at the industry's 65th anniversary. And he apparently went to the Springer's Corner on St. Catharines Street Mall and purchased a ticket all the way to the Chateau of lights.

As have him, he has played benefit concerts with symphony orchestras across Canada with his celebrated baritone. He divisional director with the National Ballet and has been classified, as easily as a dancing lyrist, he has been the sole star of the talented church called the National Press and Alfred Workers Joint Band, that has scattered and reassembled in 40 stages across the nation, most of the versions still for election parties.

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